

BURBANK /
DEL MONTE

NEIGHBORHOOD
IMPROVEMENT PLAN

Strategic Action Plan

Strategic Action Plan

Over the course of the planning process, community members identified many actions and policies that would, if implemented, bring positive changes to the neighborhood. This chapter presents the *Strategic Action Plan*, an overall approach to achieving the community's shared vision for the future. A "strategy" is defined as a set of policies, actions and investments that together achieve a broader goal. This section of the *Plan* describes these policies, actions and investments as they relate to the goals established by the Burbank/Del Monte community.

Many of the improvements suggested do not currently have funding available. This *Plan* serves as Burbank/Del Monte residents' framework of priority improvements for enhancing the neighborhood. Where funding is immediately available for improvements, City staff, community members and other potential partners can move expediently toward implementation. Where funding is currently unavailable, the *Plan* provides direction, highlighting where City staff and community organizations might focus their efforts in seeking funding for high priority improvements.

There are several funding sources that could be utilized to implement the *Strategic Action Plan*. First, a minimum of \$100 million dollars will be available to share among all 22 of the Strong Neighborhoods Initiative areas. Community Development Block Grants (CDBG) and the City's Capital Improvement Program (CIP) are also traditional means of obtaining funding for neighborhood improvement. Other potential funding sources have been identified for each of the actions that make up the *Strategic Action Plan*.

The chapter is organized into three sections:

1. "Top Ten" Priority Actions

The "*Top Ten*" *Priority Actions* are a list of 10 specific actions that were prioritized by the community for early implementation due to their particular importance to the community, and their high



Listening to residents' ideas during a Community Workshop.



Discussing circulation and VTA plans during an Open House.



Reviewing neighborhood park plans.



NAC members discussing draft neighborhood concepts.

potential for bringing about positive change in the neighborhood. Each priority action is described in detail, providing the necessary information to begin implementation.

2. Action Matrix

The Action Matrix lists all of the improvement actions proposed by the Burbank/Del Monte community. The list includes large and small tasks alike, from developing new parks in the neighborhood to holding regular “spring” clean-ups. The matrix also lists the priority level (high, medium or low), implementation timeframe (immediate: 0-18 months, short: 0-3 years, medium: 4-6 years, or long: 7+ years), responsible parties (including lead City Departments and additional partners), key City Service Area and potential funding sources for each action.

The *Action Matrix* is organized by the goal areas listed below (described further in the *Neighborhood Improvement Goals* section presented earlier):

- GOAL A** Develop Parks and Open Space;
- GOAL B** Provide Community Facilities in the Neighborhood;
- GOAL C** Create a Pedestrian-Friendly Environment;
- GOAL D** Improve Circulation, Transportation and Parking;
- GOAL E** Strengthen Economic Development;
- GOAL F** Revitalize Housing;
- GOAL G** Beautify the Neighborhood;
- GOAL H** Encourage Maintenance and Stewardship; and
- GOAL I** Improve Programs, Services and Community Organization.

3. Implementation

The implementation section details how the actions will be accomplished, and how the goals of the *Burbank/Del Monte Neighborhood Improvement Plan* will be realized.

“Top Ten” Priority Actions

Actions are the “how to” steps of the *Plan*, that will, if implemented, bring positive changes to the neighborhood. The “top ten” priority actions represent the improvements that the neighborhood is most committed to implementing. These will serve as an *action agenda* or guide to the implementation process that defines where time, resources and money will be focused.

This section details each of the priority actions identified by the community. The “top ten” priority actions were selected from the full *Action Matrix*, which contains over 100 specific actions for improving the Burbank/Del Monte neighborhood and is included in this chapter.

Resource constraints make it impossible to implement all of the actions at once. Rather, early resources must be focused on the actions that matter most – the projects that will make the most tangible difference to residents and local businesses given existing resources.

As discussed in the introduction to this *Plan*, there are a significant number of unincorporated areas within the Burbank Strong Neighborhoods Initiative area, and the County’s ability to implement proposed improvements in these areas is extremely limited. Most of the neighborhood improvement priorities identified during the course of the planning process involve services or programs that the County does not provide. And, since the City does not have jurisdiction over County areas, the City’s ability to meet goals in these “urban pockets” will also be a challenge (see *City-County Split Jurisdiction* in the *Introduction* section of this document).

Priority actions were chosen by community members at workshops and refined by NAC members based on one or more of the following criteria, which give an indication of the project’s likelihood for



Community workshop participant selecting neighborhood priorities.



Identifying priority actions.

successful implementation and neighborhood improvement:

- **Project Cost:** Will the project provide a return on investment? Is the benefit well worth the cost?
- **Funding Availability:** Is funding currently available to implement the project?
- **Time Frame:** Can progress be made within a reasonable time frame?
- **Ease of Implementation:** Is the project a “quick win”—a short-term project that will keep the process moving forward and gain momentum for neighborhood improvement?
- **Catalytic Effect:** Does the project have the potential to have broad ranging positive impacts on the overall quality of the neighborhood? Would investment in this project help initiate or encourage other improvements?
- **Visibility:** Will the project create a visible improvement to the area and send a positive message to the community?
- **Community Support:** Is there strong community consensus around the project?

The community members, through community workshops and Neighborhood Advisory Committee meetings, provided input on how these priority actions should be implemented. The actions are described in more detail on the following pages.

The list on the facing page represents neighborhood improvements that received the most support from the community. They are arranged in order of the level of support each garnered, beginning with the highest priority action. This does not necessarily reflect the order in which they should be implemented however, since other factors, such as available funding and ease of implementation can drive the implementation process. For example, there is currently funding available through the recently approved Mayor’s Budget for 2001/2002 to conduct additional neighborhood clean-ups. Although improving neighborhood clean-up efforts is indicated below as priority action number eight, clean-ups could be coordinated immediately, regardless of whether priority actions one through seven have been completed. Some actions, such as creating an economic develop-

ment strategy for the West San Carlos and Bascom commercial corridors, may require only a short time frame to complete, while others, such as developing a new neighborhood park along Los Gatos Creek, will take much longer. In any case, steps should be taken right away to move forward on as many of the priority actions as is possible.

During the Implementation phase, these actions should be periodically re-examined and priorities reset based on existing conditions and past accomplishments.

1. Complete development of the Buena Vista Tot Lot, and acquire the parcel at Scott Street and Clifton Avenue for use as a pocket park. (p. 132)
2. Designate Scott Street and Auzerai Avenue as the primary pedestrian/bikeway through the neighborhood and complete streetscape improvements. (p. 137)
3. Conduct a feasibility study for developing a “freeway park” over Interstate-280. (p. 144)
4. Work with San José City College to develop a shared 17,000 square foot multi-use recreation facility/community center at San José City College. (p. 148)
5. Conduct a programs/services inventory and a facility needs assessment, and identify possible sites for neighborhood facilities as needed to fill service gaps. (p. 152)
6. Initiate a regular annual bulky waste pick-up as part of the waste management contracts, and hold ongoing neighborhood clean-up events. (p. 157)
7. Strengthen Code Enforcement and Housing programs to help ensure that residential units are improved and well-maintained. (p. 163)
8. Create an economic development strategy for West San Carlos Street and Bascom Avenue. (p. 169)
9. Establish a specialty trolley service along West San Carlos Street and Bascom Avenue. (p. 175)
10. Develop a new public neighborhood park along Los Gatos Creek at Auzerai Avenue. (p. 179)

1

Complete development of the Buena Vista Tot Lot, and acquire the parcel at Scott Street and Clifton Avenue for use as a pocket park.

ISSUE

There is a lack of open space and parkland in the Burbank/Del Monte neighborhood and there are few vacant lots available for possible development. Interstate-280 and Southwest Expressway bisect the area, making open space resources on the outskirts of the neighborhood (at nearby schools) difficult to access.

DISCUSSION

As part of the Burbank/Del Monte community's long-term goal to develop a network of parks, pocket parks and community gardens throughout the neighborhood, Scott Street/Auzerais Avenue is envisioned as a pocket park-lined, primary pedestrian/bikeway

through the neighborhood. Residential-scale pocket parks might include children's play areas, grass, community gardens, and/or small gathering places.

Since a large part of Burbank/Del Monte's residential neighborhoods are situated between Interstate-280 and West San Carlos Street, providing pocket parks along Scott Street/Auzerais and creating a safe, pedestrian-friendly connection to the Los Gatos Creek Trail, will greatly benefit the Burbank/Del Monte community. Although park development is desired anywhere it's feasible in the area, a strategic approach involves concentrating resources to acquire sites that work in conjunction with the overall vision for this primary pedestrian-oriented chain of parks along Scott Street/Auzerais

Avenue. In accordance with this concept, another high priority for residents is to secure space for a park at the end of Auzerais



Pedestrian-oriented network connecting pocket parks to community resources—Primary residential pocket park-lined links: the Scott/Auzerais corridor & Fruitdale Avenue.

Avenue on the Del Monte Cannery site along the Los Gatos Creek Trail (see top priority #7: *Develop a new neighborhood park along Los Gatos Creek...* in this Strategic Action Plan section).

There are firm plans for the development of two parks along the Scott Street/Auzerais Avenue corridor: O'Connor Park (a developer-dedicated park) and the Buena Vista Tot Lot (a neighborhood-initiated park project).

As next steps in continuing to build a chain of parks along Scott Street/Auzerais Avenue, a top priority for residents is to complete development of the Buena Vista Tot Lot, and to acquire an additional pocket park opportunity site at the northwest corner of Scott Street and Clifton Avenue.



Artist's rendering of a potential residential pocket park.

The property at the northeast corner of Scott Street and Menker Avenue has already been purchased for development of the Buena Vista Tot Lot, and permits are being obtained for demolition of the existing house. However, specific park elements still need to be designed (in coordination with the Department of Parks, Recreation and Neighborhood Services, the Buena Vista Neighborhood Association and other stakeholders), and there is approximately a \$200,000 funding gap that needs to be resolved before park development can be completed.

There is also a promising opportunity to purchase a parcel at the northwest corner of Scott Street and Clifton Avenue for potential pocket park development. Immediate steps should be taken to negotiate with property owners to obtain this site and develop a design for a potential residential pocket park at this location.

ACTION STEPS**BUENA VISTA TOT LOT**

- a** Obtain demolition permits and demolish the existing house at the future Buena Vista Tot Lot site on the northeast corner of Scott Street and Menker Avenue.

Costs
\$20,000

Timing
Immediate-term (0-18 months)

Responsibility
Department of Parks, Recreation and Neighborhood Services;
and Department of Planning, Building and Code Enforcement

- b** Parks, Recreation and Neighborhood Services (PRNS) and the community to develop a park masterplan for the Buena Vista Tot Lot.

Costs
\$15,000 (done in-house)

Timing
Immediate-term (0-18 months)

Responsibility
Department of Parks, Recreation and Neighborhood Services;
and Neighborhood Associations

- c** Complete design development and construction documents as required for Buena Vista Tot Lot park development.

Costs
\$25,000

Timing
Short-term (0-3 years)

Responsibility
Department of Parks, Recreation and Neighborhood Services;
and Department of Public Works (Design and Construction
Division and Architectural Engineering Division)

- d** Complete Buena Vista Tot Lot construction.

Costs
Total costs for completion of Buena Vista Tot Lot is approximately \$500,000. Of this total, \$191,000 is currently available

through existing sources.

Timing

Short-term (0-3 years)

Responsibility

Department of Public Works (Design and Construction Division and Architectural Engineering Division); and
Department of Parks, Recreation and Neighborhood Services

POTENTIAL SCOTT STREET/CLIFTON AVENUE POCKET PARK

- e* Secure necessary funding to acquire and masterplan the site at Scott Street and Clifton Avenue as a pocket park.

Costs

The expected acquisition cost for the northwest corner parcel at Scott Street and Clifton Avenue is about \$800,000. Another \$200,000 will be needed for masterplanning, and additional funds will be required for construction.

Timing

Short/medium-term (0-6 years)

Responsibility

Department of Parks, Recreation and Neighborhood Services; and Neighborhood Associations

- f* Initiate the approval process for annexing the Scott/Clifton lot into the City, so that City resources will be available for park development.

Costs

Staff costs, absorbed in City budget

Timing

Short/medium-term (0-6 years)

Responsibility

Department of Parks, Recreation and Neighborhood Services; and Department of Planning, Building and Code Enforcement (Planning Division)

- g* Create masterplan for pocket park.

Costs

\$200,000

Timing

Medium-term (4-6 years)

Responsibility

**Department of Parks, Recreation and Neighborhood Services;
Neighborhood Associations; and Community**

h Complete Scott/Clifton pocket park construction.

Costs

\$600,000

Timing

Medium/long-term (4-10 years)

Responsibility

**Department of Public Works (Design and Construction Division
and Architectural Engineering Division); and Department of
Parks, Recreation and Neighborhood Services**

BENEFITS

Having open space convenient to residential neighborhoods helps build stronger relationships between neighbors and allows children opportunities to safely access play areas. Developing these open space resources hand-in-hand with pedestrian improvements will link the neighborhood together physically, connecting pedestrians to larger open space resources and destinations on the outskirts of the neighborhood. In general, neighborhood parks can improve quality of life, make the neighborhood more attractive and increase property values for Burbank/Del Monte area residents.

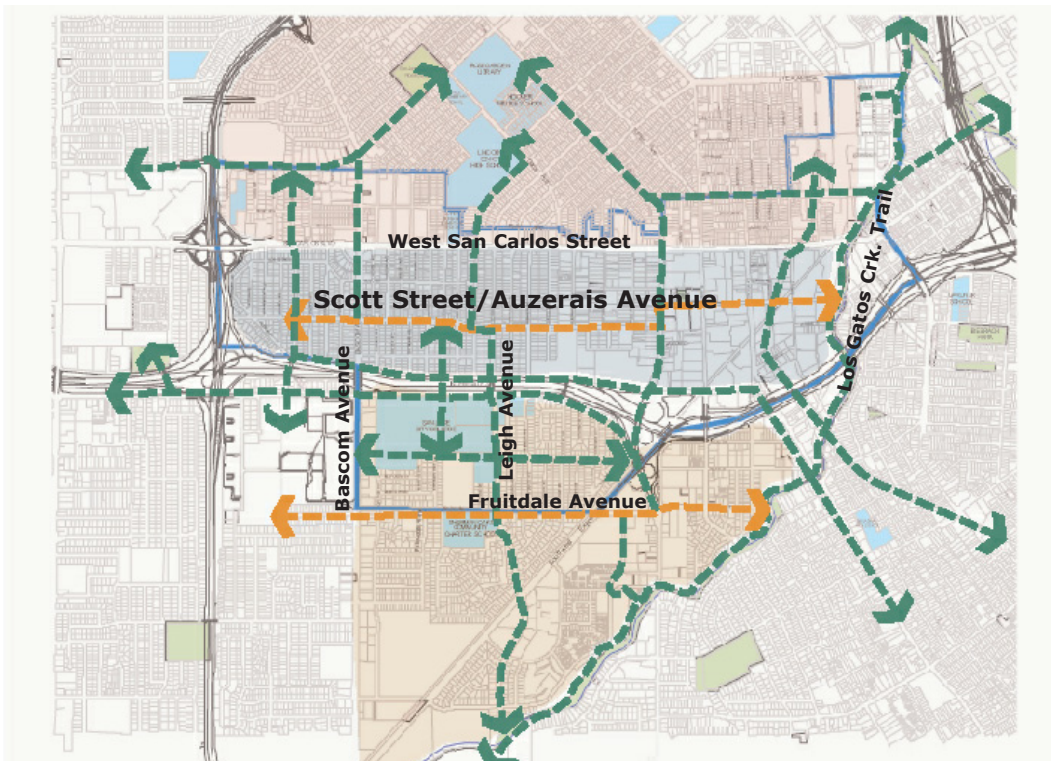
PROJECTS UNDERWAY

- Planned Midtown Parks
- Developer-dedicated park at St. Elizabeth and Curci (.5 acre)
- Under negotiation: a partnership between the City of San José and San José City College to develop a multi-use recreation facility/community center at San José City College (17,000 square feet)

2 *Designate Scott Street and Auzerais Avenue as the primary pedestrian/bikeway through the neighborhood and complete streetscape improvements.*

ISSUE

Residential areas in the Burbank/Del Monte neighborhood lack parks and open spaces for recreational activities. In addition, the residential areas are separated from surrounding recreational assets by major thoroughfares and the Interstate-280 freeway. Many older streets lack curb, gutters and sidewalks, which can make the area difficult for pedestrians and cyclists to access.



Scott Street and Auzerais Avenue are envisioned a primary pedestrian/bikeway network through the area connecting to parks, recreational sites, schools, and the Los Gatos Creek Trail.

DISCUSSION

The overall improvement concept for the neighborhood is to create an interconnected system of designated pedestrian and bicycle routes through the area leading to major parks, recreational sites and schools. This system of pedestrian and bicycle routes would be coordinated with a network of small pocket parks, neighborhood parks and the Los Gatos Creek Trail.

As part of this overall improvement concept, the priority action is to designate Scott Street and Auzerai Avenue as the primary pedestrian/bikeway running east-west through the center of the neighborhood, and to improve the corridor as a pedestrian and bike-friendly street. This effort should be combined with the creation of a north-south bike connection along Leigh Avenue, connecting the Scott Street corridor to Los Gatos Creek Trail to the south.

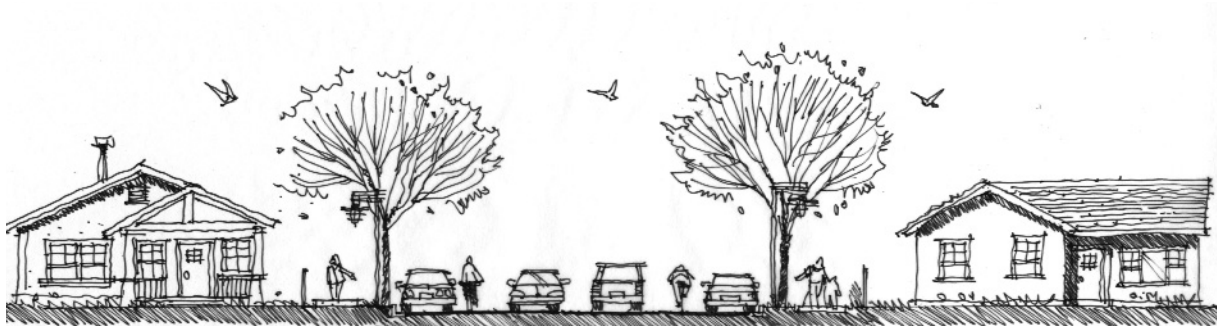
A number of open space resources are planned or proposed for this corridor, making it a promising segment to concentrate improvement efforts towards. Two planned parks along the Scott/Auzerai corridor include: the Buena Vista Tot Lot and O'Connor Park. A related top priority involves completing development of the Buena Vista Tot Lot and acquiring a parcel at Scott and Clifton for use as an additional pocket park (see top priority action: *Complete development of the Buena Vista Tot Lot...in the Strategic Action Plan* section of this document). Securing space at the Del Monte site at the end of Auzerai along the Los Gatos Creek Trail is an equally important neighborhood improvement goal (see top priority action: *Develop a new neighborhood park along Los Gatos Creek...in the Strategic Action Plan* section of this document). This is an especially promising site, in that it has the potential capacity to serve as a larger park resource for the neighborhood, ideally in combination with a neighborhood center. This proposed park and the Los Gatos Creek Trail would serve as the terminus of the Scott /Auzerai pedestrian/bikeway.

As a long-term goal, a connection is envisioned between Scott and Auzerais to provide more convenient and direct access along this proposed corridor. This would require acquiring some lots to use as a designated pedestrian/bikeway. In the interim, a local street, such as Douglass, could be used as a transition between the streets.

Portions of the Scott Street right-of-way are narrow cross-sections (60'-50' wide) and do not allow for both on-street parking and a separate designated bikeway. Many of the older areas along Scott Street lack curbs, gutters and sidewalks. Currently, discontinuous and aging sidewalks on the north side of Scott Street between Richmond Avenue and Buena Vista Avenue are being improved with new sidewalk installation. Some pedestrian improvements are underway on Auzerais Avenue as part of the O'Connor Park development plans, and sections of Auzerais Avenue connecting to the Los Gatos Creek Trail would most likely be completed in the event that the old Del Monte canning site is redeveloped.

The final design of the street should accommodate the flow of pedestrians and bicycles to the extent possible, and reduce auto speeds and potential auto-pedestrian/bicycle conflicts. The corridor should also be enhanced with new landscaping and street trees, intersection and sidewalk improvements, lighting, decorative landscaped chokers, corner bulb-outs and/or medians where appropriate.

Additional neighborhood beautification efforts such as additional landscaping, special signage, public art, pedestrian furniture and right-of-way flower plantings will also help create a more pleasant pedestrian environment. The street tree and flower plantings should be coordinated through community efforts in partnership with *Our City Forest* and the City. However, the locations and design of chokers, bulb-outs or other configurations which might affect traffic flow need to be the focus of further study and analysis.



Conceptual section of potential Scott Street improvements with sidewalks, bike lanes, lighting, landscaping and route signage.

ACTION STEPS

- a** Add the Scott/Auzerais Pedestrian corridor to the General Plan network of pedestrian corridors.

Costs

Staff costs, absorbed in City budget

Timing

Immediate-term (0-18 months)

Responsibility

Department of Planning, Building and Code Enforcement (Planning Division); Neighborhood Associations; and Department of Transportation

- b** Complete a pedestrian corridor improvement plan for Scott Street and Auzerais Avenue, including the design of streetscape features and potential traffic calming measures along the street.

Costs

Scott Street Plan and Design

a. Street Improvements	=	\$195,000
b. Street Trees	=	\$15,000
c. Bulb Outs & High Visibility Crossings	=	\$110,000
d. Pedestrian Level Street Lighting	=	\$331,000
Total	=	\$651,000

Auzerais Avenue Plan and Design

a. Street Improvements	=	\$237,000
b. Street Trees (no room)	=	\$0
c. Bulb Outs & High Visibility Crossings	=	\$59,000
d. Pedestrian Level Street Lighting	=	\$407,000
Total	=	\$703,000
GRAND TOTAL	=	\$1,354,000

Timing

Short-term (0-18 months)

Responsibility

Department of Transportation; Neighborhood Associations; and
 Department of Public Works (Design and Construction Division
 and Architectural Engineering Division)

- c Seek funding for implementation and construction of the street improvement plan.

Costs

Staff costs, absorbed in City budget

Timing

Short-term (0-3 years)

Responsibility

Department of Transportation; and Neighborhood Associations

- d Finalize bids and construction plans.

*Costs*Advertise, Bid Award, Scott Street

a. Street Improvements	=	\$20,000
b. Street Trees	=	\$5,000
c. Bulb Outs & High Visibility Crossings	=	\$12,000
d. Pedestrian Level Street Lighting	=	\$34,000
Total	=	\$71,000

Advertise, Bid Award, Auzerais Avenue

a. Street Improvements	=	\$25,000
b. Street Trees (no room)	=	\$0
c. Bulb Outs & High Visibility Crossings	=	\$6,000
d. Pedestrian Level Street Lighting	=	\$42,000
Total	=	\$73,000

GRAND TOTAL = **\$144,000**

Timing

Short/medium-term (0-6 years)

Responsibility

**Department of Public Works (Design and Construction
 Division and Architectural Engineering Division);** and
 Department of Transportation

e Construct improvements.*Costs*Construct Scott Street Improvements

a. Street Improvements	= \$935,000
b. Street Trees	= \$70,000
c. Bulb Outs & High Visibility Crossings	= \$528,000
d. Pedestrian Level Street Lighting	= \$1,585,000
Total	= \$3,118,000

Advertise, Bid Award, Auzerais Avenue

a. Street Improvements	= \$1,138,000
b. Street Trees (no room)	= \$0
c. Bulb Outs & High Visibility Crossings	= \$285,000
d. Pedestrian Level Street Lighting	= \$1,951,000
Total	= \$3,374,000

GRAND TOTAL = \$6,492,000

Timing

Installing pedestrian/bikeway signage: Short/medium-term (0-6 years); Conducting neighborhood street tree plantings: Immediate (0-18 months); and Curb/gutter/lighting/other sidewalk improvements: Short/long-term (0 - 7+ years).

Responsibility

Department of Public Works (Design and Construction Division and Architectural Engineering Division); and Department of Transportation

GRAND TOTAL FOR SCOTT STREET AND AUZERAI AVENUE IMPROVEMENTS

Design (b)	= \$1,354,000
Advertise & Bid (d)	= \$144,000
Construction (e)	= \$6,492,000
Grand Total	= \$7,990,000

BENEFITS

The Scott Street and Auzerais Avenue connection would provide a physical and visual link through the center of the Burbank and Buena Vista neighborhood. The improvements would help

increase pedestrian and bicycle safety in the neighborhood, while improving property values and the overall appearance of the neighborhood. Access to existing and new parks and recreation features would be improved. Coupled with new tot lots and pocket parks, as well as a north-south bicycle connection at Leigh Avenue, this major corridor would create an attractive green spine through the center of the neighborhood.

PROJECTS UNDERWAY

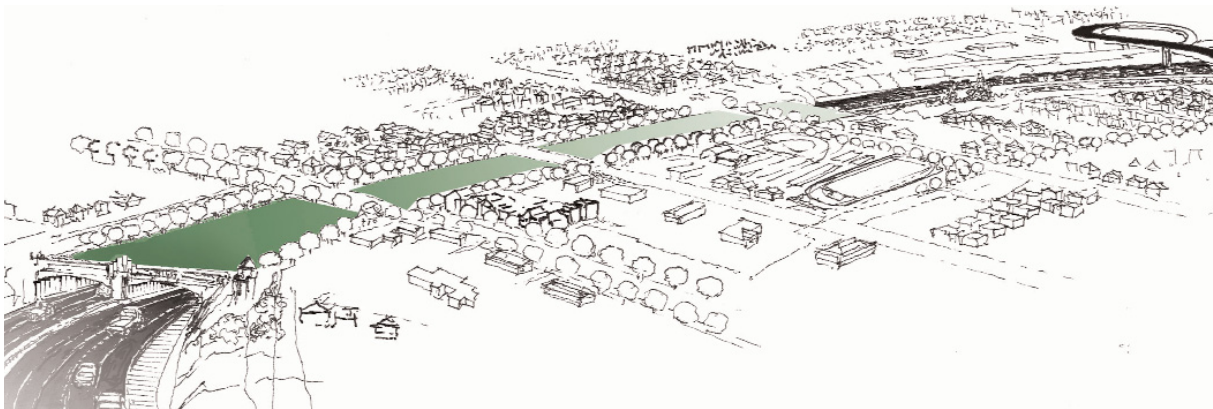
- Los Gatos Creek Trail extension between Lincoln and W. San Carlos Street
- Curb, gutter and sidewalk installation by the City on the north side of Scott Street between Richmond and Buena Vista Avenues.
- Completion of O'Connor park improvements on Auzerais.
- The Burbank Neighborhood Association and the Burbank Sanitary District in collaboration with the County Roads and Airports Department have begun a roughly \$500,000 project to install ADA ramps, curbs, gutters, sidewalks, and valley drains in the unincorporated Burbank/Del Monte area from Bascom to Forest and Wabash to West San Carlos.

3 *Conduct a feasibility study for developing a "freeway park" over Interstate-280*

ISSUE

Burbank/Del Monte is an older, built-out neighborhood that is underserved by community resources, such as parks and community facilities. There is much residential use in the area with an abundance of single and multi-family housing. Many young children live in the neighborhood and residents would especially like to see more open space for children to enjoy.

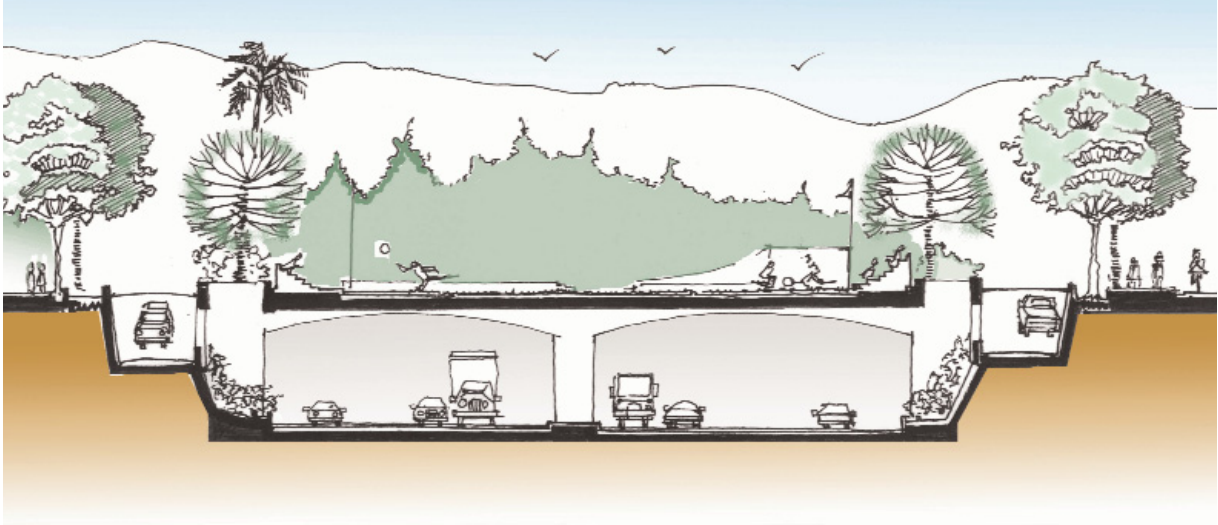
Because there is such limited vacant land in the area, residents are considering creative options for acquiring space for parks and community facilities.



Aerial sketch of conceptual freeway park.

DISCUSSION

Community members identified a unique opportunity for possible use of the “air rights” above Interstate-280 as community park space. The “air rights” refer to the space above the existing Interstate-280 right-of-way, which are generally controlled by the State of California. This concept for adding open space to the neighborhood would involve building a platform over the existing, suppressed highway, and developing a park (and possibly other community resources, such as a community center) on the deck above the freeway.



Section view of conceptual *air rights* open space development opportunity over Interstate-280.

Agreements with the California Department of Transportation and the Federal Highway Department would be required.

The aim of this priority action is to conduct a feasibility study of the use of air rights for park development to determine more specific potential costs, funding opportunities and implementation requirements for such a project. The study should:

- Examine legal constraints for air rights use;
- Develop schematic concepts for cost estimating;
- Determine development costs; and
- Conduct an economic analysis (proforma) to determine how much development and what type of development would be needed to offset construction expenses.

The portion of the freeway under consideration in Burbank/Del Monte is a section between Macarthur and Menker Avenues (existing frontage roads and access ramps would remain). A significant portion of this area between Laswell and Leigh Avenues is suppressed below grade and relatively narrow, making it more feasible for possible development. This particular location would also provide a strong connection between San José City College and residential neighborhoods north to West San Carlos Street.



Freeway Park and convention center, Seattle, WA.



Freeway Park, Seattle, WA.

This type of development is an expensive endeavor and a major capital project. However, the net benefit of capitalizing on this unused space should be considered as one of the only alternative ways to create significant park lands in this area. Another way would be to acquire housing or commercial sites in the neighborhood and pay for relocation. Not only would this be an enormous cost, but it is often not politically or socially desirable. The objective of this top priority action is to conduct a feasibility study of the use of air rights for park development, to determine the potential costs, funding opportunities and implementation requirements for such a project.

The community prefers to reserve this “air rights” space for parks and open space, and possibly for a community center and/or library. However, if the proposed feasibility study reveals that a certain type of commercial or residential development might offset sizeable construction costs, making freeway park development viable, alternatives could be considered. For example, one alternative to help offset sizeable costs might be to provide development opportunities and shared use of the air rights for other community needs, such as additional affordable housing, community service buildings, educational or healthcare facilities related to nearby San José City College and the Santa Clara Valley Medical Center. A feasibility study could explore a range of possible development scenarios.

ACTION STEPS

- a** Contact state agencies to investigate potential use of air rights.

Costs

Staff costs, absorbed in City budget

Timing

Immediate-term (0-18 months)

Responsibility

Department of Parks, Recreation and Neighborhood Services; Department of Transportation; and California Department of Transportation (CalTrans)

b Conduct a feasibility study.*Costs*

\$300,000 (including environmental studies, traffic studies, etc.)

Timing

Short-term (0-3 years)

Responsibility

Department of Parks, Recreation and Neighborhood Services;
California Department of Transportation (CalTrans);
Department of Planning, Building and Code Enforcement;
Department of Public Works; and Department of Transportation

c Seek potential funding sources, such as through CalTrans or MTC.*Costs*

Structure: \$30,000,000

3.5 acre park: \$2,000,000 to \$2,500,000

Design and Inspection: \$5,000,000

Timing

Short-term (0-3 years)

Responsibility

Department of Parks, Recreation and Neighborhood Services;
Redevelopment Agency; California Department of
Transportation (CalTrans); Department of Planning, Building
and Code Enforcement; and Department of Transportation

BENEFITS

Since vacant land is scarce in the area, developing over the freeway provides a critically needed solution, securing adequate community space without displacing existing businesses and/or residents. This kind of progressive development has the potential to become signature urban design that could serve as a landmark for the neighborhood, and for the City of San José.

PROJECTS UNDERWAY

- Some neighborhood leaders are now meeting with agencies to investigate the potential for conducting this study.

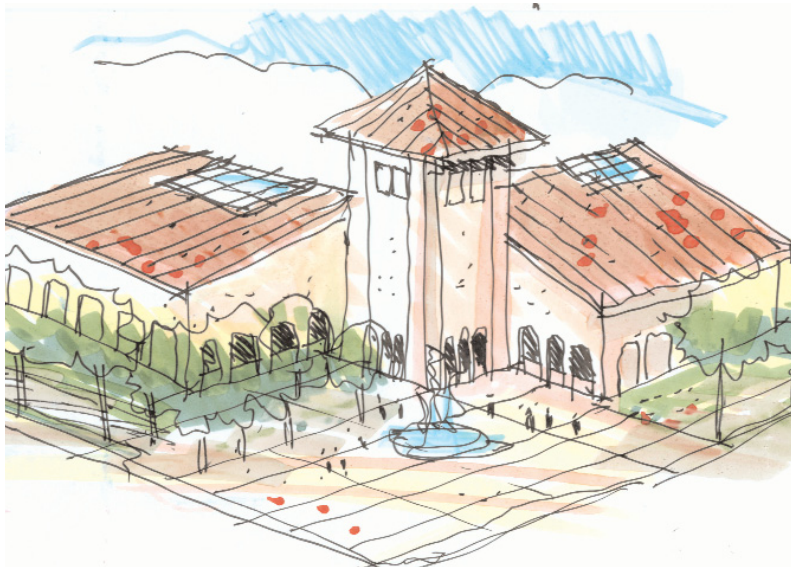
4 *Work with San José City College to develop a shared 17,000 square foot multi-use recreation facility/community center at San José City College.*

ISSUE

There is a lack of recreational and community services in the Burbank/Del Monte community. Many programs and services that are available through the City are located outside the immediate Burbank/Del Monte area and are not easily accessible for Burbank/Del Monte residents.

DISCUSSION

A joint-use agreement is currently underway between San José City College and the City of San José to develop a shared, multi-use recreational facility/community center. This center would help accommodate the community's need for additional programs and services in the area. However, funding for this project is limited, and a significant funding gap needs to be filled in order to complete



Artist's rendering of conceptual community center.

plans for this project. One of the ways that the community, the City and the college can work together is to seek additional sources of funding to build an appropriate-sized community center.

In order to make sure that the new center meets the needs of the community, a needs assessment should be conducted to identify the types of programs and activities that should be located in the building. The analysis should utilize the most up-to-date data on population, ethnic diversity and socio-economics in order to gain a more accurate assessment of what the needs are for childcare, services for the elderly and other special needs groups. The needs analysis would be the basis for the building program, which identifies the types and sizes of rooms and other facilities in the building. The community, the City and San José City College should be involved in the building programming and design.

ACTION STEPS

- a** Finalize the joint-use agreement between San José City College and the City of San José for the development of the shared recreational/community center.

Costs

Staff costs, absorbed in City budget.

Timing

Immediate (0-18 months)

Responsibility

Department of Parks, Recreation and Neighborhood Services;
and San José City College

- b** Working with the City, the community and the College should seek additional funding to complete the community facility.

Costs

\$8,000,000. Design and construction costs already dedicated through City budget process.

Timing

Immediate (0-18 months)

Responsibility

Department of Parks, Recreation and Neighborhood Services;
Community; and San José City College

- c** Establish a public involvement process for the design and programming of the joint-use recreational facility.

Costs

Staff costs, absorbed in City budget

Timing

Short-term (0-3 years)

Responsibility

Department of Parks, Recreation and Neighborhood Services;
Community; and San José City College

- d** Hire an architect to finalize program and design of the facility.

Costs

College and/or State would retain an architect or use in-house
State Architectural staff.

Timing

Short/medium-term (0-6 years)

Responsibility

San José City College

- e** Complete the design and construction documents.

Costs

College and/or State would retain an architect or use in-house
State Architectural staff.

Timing

Short/medium-term (0-6 years)

Responsibility

San José City College

- f** Bid and contract the project.

Costs

College and/or State would retain an architect or use in-house
State Architectural staff.

Timing

Medium-term (4-6 years)

Responsibility

San José City College

g Construct the community center.

Costs

College and/or State would retain an architect or use in-house State Architectural staff.

Timing

Medium-term (4-6 years)

Responsibility

San José City College

h Provide staff for the needed programs and services in the facility.

Costs

To be determined based on community input

Timing

Medium-term/Ongoing (4-6 years)

Responsibility

**Department of Parks, Recreation and Neighborhood Services;
and San José City College**

BENEFITS

A joint-use agreement could provide for better utilization of limited open space resources in the Burbank/Del Monte neighborhood, and provide enriched opportunities for the general community to enjoy nearby recreational opportunities.

PROJECTS UNDERWAY

San Jose City College joint-use agreement for a multi-use recreation facility/community center.

5 *Conduct a programs/services inventory and a facility needs assessment, and identify possible sites for neighborhood facilities as needed to fill service gaps*

ISSUE

As with the challenge faced by the community in locating prospective parks in the area, there is also a challenge in finding space for neighborhood centers, or places to provide community services. Land is at a premium and there is little room for new development. Residents especially need facilities to support childcare services and space for community meetings, classes and recreational programs.

DISCUSSION

Of particular concern to Burbank/Del Monte residents is the need to provide a preschool in the neighborhood, and to offer affordable childcare services. Non-English speaking residents expressed a specific need for affordable childcare services to be offered in conjunction with English-as-a-Second Language (ESL) classes so that participation in these classes would be more feasible for parents of young children. Community members also highlighted a need for additional bilingual and cultural programs; citizenship classes; computer training programs; supervised recreational activities for youth and teens; art, music and theater programs with space for performance arts; services for the elderly; and space for community meetings/events.

As a first step in determining what kind of community facilities are needed in the area, a programs/services inventory and a programs needs assessment should be conducted. A comprehensive inventory of programs and services offered in the Burbank/Del Monte neighborhood will help determine more precisely what specific programmatic improvements could be made so that the types of programs/services offered in the immediate area would most accurately reflect the needs of Burbank/Del Monte residents (see the *Programs and Services* heading under the *Improvement Plan Concepts* section).



Since community facilities are so limited in the neighborhood, residents have clearly stated that facilities that are most conveniently located in the neighborhood should provide programs that cater to the diverse population living in the Burbank/Del Monte vicinity by providing services that reflect the local residents' ethnic distribution, languages spoken, income levels, and age groups.

A program/services needs assessment for the Burbank/Del Monte area should take care to consider:

- Potential barriers to program participation, such as lack of transportation, childcare, limited scheduling or ineffective outreach;
- The diverse Burbank/Del Monte population in terms of ethnic distribution, languages spoken, income levels, and age groups;
- Quality of program content and caliber of instruction; and
- Areas of special need (such as childcare, early childhood education, adult literacy, after-school recreation, programs/services for the elderly).

Based on the outcome of a programs/services inventory and needs assessment, a facility needs assessment will: determine what type of space is required to support proposed programs/services; match space requirements for programs/services with existing facilities (Sherman Oaks Community Center, Luther Burbank Elementary School, the planned San José City College multi-use recreation facility/community center, religious institutions and any community-based organizations) to determine which facilities might best accommodate desired programs, and indicate where possibilities for reprogramming should be explored; and identify what type of new or expanded facilities might best serve the community (see the *Community Facilities* heading under the *Improvement Plan Concepts* section).

Community members would especially like to have an assessment conducted with regard to City and City-subtenant programs offered at the Sherman Oaks Community Charter School because there is a sentiment that many programs hosted here do not adequately serve the needs of the immediate neighborhood.





Residents would like to explore reuse of the Burbank Theater.

A joint-use agreement between the City of San José and San José City College is underway for a shared multi-use complex at the College that will include a recreational facility and a neighborhood center. A public involvement process should be initiated for the design and programming of this space. While this facility will be a valuable resource to the Burbank/Del Monte community, the proposed facility will not meet all of the community's service needs, and strategies for acquiring additional space need to be explored.

Of particular interest to the community is the potential reuse of the historic Burbank Theater, possibly as a cultural and musical performance center. Reuse of this theater would not only provide much needed gathering space in the neighborhood, but would also support the community's aim to preserve the historic theater marquis and retain the historic character of the space.

ACTION STEPS

- a** Prepare an inventory of programs and services available to residents of the Burbank/Del Monte area.

Costs

Staff costs, absorbed in City budget and volunteer hours

Timing

Immediate-term (0-18 months)

Responsibility

Department of Parks, Recreation and Neighborhood Services;
Community-Based Organizations; Neighborhood Associations;
and Non-Profit Organizations

- b** Conduct a programs/service needs assessment for the Burbank/Del Monte area.

Costs

Staff costs, absorbed in City budget and volunteer hours

Timing

Immediate-term (0-18 months)

Responsibility

Department of Parks, Recreation and Neighborhood Services;

Community-Based Organizations; Neighborhood Associations; Non-Profit Organizations; and San José City College

- c Conduct a needs assessment of facilities required to support new or expanded programs and services, and identify potential locations (including consideration of reprogramming at existing facilities).

Costs

To be determined based on steps “a” and “b”

Timing

Short-term (0-3 years)

Responsibility

Department of Parks, Recreation and Neighborhood Services; Community-Based Organizations; Office of Cultural Affairs; Neighborhood Associations; and Non-Profit Organizations

- d Explore the potential for reusing the Burbank Theater as a cultural and musical performance center (Mid-sized Theater User Study).

Costs

\$25,000 to conduct study

Timing

Immediate-term (0-18 months)

Responsibility

Office of Cultural Affairs; Community-Based Organizations; Neighborhood Associations; Non-Profit Organizations; Department of Parks, Recreation and Neighborhood Services; Redevelopment Agency; and San José City College

- e Explore potential funding for acquisition and development of new neighborhood sites.

Costs

Staff costs, absorbed in City budget

Timing

Short/medium-term (0-6 years)

Responsibility

Department of Parks, Recreation and Neighborhood Services; Community-Based Organizations; Neighborhood Associations; Non-Profit Organizations; and Redevelopment Agency



BENEFITS

Identifying additional capacity to accommodate critical programs and services will help meet important community needs that cannot currently be met because of space limitations.

PROJECTS UNDERWAY

- San José City College joint-use agreement for a multi-use recreation facility/community center.
- Burbank Theater Users Study (Mid-sized Theater User Study) through the Office of Cultural Affairs.



Initiate a regular annual bulky waste pick-up as part of the waste management contracts, and hold ongoing neighborhood clean-up events.

ISSUE

Burbank/Del Monte residents have experienced problems with excess debris, overflowing dumpsters, stray shopping carts, graffiti, and illegal dumping on some neighborhood streets and at some apartments and commercial establishments. Bulky waste, such as old mattresses, couches and broken appliances are often discarded in front yards and side yards where they are visible from neighborhood streets.

DISCUSSION

Community members often accumulate large, bulky household objects that are excluded from traditional trash and recycling collection. Many residents do not have the resources or ability to load or transport such items to a dump. In order to encourage appropriate disposal of bulky waste items, residents desire a regular annual bulky waste pick-up schedule by the respective City and County waste management services.

Residents would also like to hold more neighborhood clean-up events or “dumpster days” to improve the overall cleanliness and perception of the area. A number of areas have been identified as needing particular attention. Key clean-up sites include: the Richmond-Menker area; Park Avenue between Race Street and Bird Avenue; Page, Willard and Chiechi in the Buena Vista neighborhood; the alleyway behind Business Circle; the vacant lot at the corner of Moorpark and Bascom; Meridian at Fruitdale; the railroad track at the Del Monte cannery; and Hannah Street at the freeway.



Many neighborhood associations may not know how to organize a neighborhood clean-up event, or where to look for resources to support neighborhood-wide clean-ups. Establishing a mentoring system could be beneficial in providing a means for neighborhood associations to learn from one another: a neighborhood leader from outside the Burbank/Del Monte area who has successfully organized clean-up events may be able to share resources with neighborhood associations who have less experience. The Neighborhood Development Center has written a “how-to” guide called, *Let’s Talk Trash*, outlining the process for organizing clean-up events. The Neighborhood Development Center, Council Offices and Code Enforcement Officers could all be instrumental in facilitating clean-up events.

In addition, there are a number of clean-up related information and hotlines available. Outreach and advertising for these lines should be improved:

- The Recycle Plus program (408-277-2700) for disposal of large household items;
- Contact information for reporting illegal dumping - illegal dumping in the street right-of-way should be reported to the Department of Transportation (408-277-4373) and illegal dumping on private property or along Union Pacific Railroad should be reported to the City’s SNI Code Enforcement Inspector (408-277-5828);
- The Anti-graffiti program for removing graffiti from the public right-of-way and providing advice and free paint for commercial and residential property owners (408-277-2758);
- Contact information for reporting stray shopping carts in the City through the San José information hotline (408-277-4000).

ACTION STEPS

- a Initiate a regular annual City-run program that provides free-of-charge pick-up of items generally excluded from traditional waste collection.

Costs

The current program allows residents to call and pay for a bulky waste pick-up. Under this program, coupons would be distributed to property owners/residents to accommodate bulky waste pick-

up. Three bulky items (refrigerator, water heater, sofa, etc.) allowed per coupon.

The costs below include the subsidizing cost of pick-up (coupon) plus staff time to coordinate the effort (*Note: There are two separate hauler services: north of Interstate 280 and south of Interstate 280*).

North of Interstate 280

3 bulky items: Multi-family coupons @ \$36.11 per coupon
3 bulky items: Single-family coupons @ \$17.42 per coupon

South of Interstate 280

3 bulky items: Multi-family coupons @ \$36.11 per coupon
3 bulky items: Single-family coupons @ \$12.45 per coupon

Timing

Ongoing/Immediate-term (0-18 months)

Responsibility

Environmental Services Department

b Conduct clean-up events.

Costs

South of Interstate 280

Code: Non-personal Costs	=	\$885.00
Each ESD Bin (30-gallon)	=	\$257.00
Each ESD Bin (40-gallon)	=	\$343.00
Average Disposal Costs per Bin	=	\$651.00
CRT Collection (per event)	=	\$500.00
Code Enforcement Staff	=	\$4,488.55
Parks Staff	=	\$799.75

North of Interstate 280

Code: Non-personal Costs	=	\$885.00
Each ESD Bin (30-gallon)	=	\$116.00
Each ESD Bin (40-gallon)	=	\$133.00
Average Disposal Costs per Bin	=	\$1,023.00
CRT Collection (per event)	=	\$500.00

Timing

Ongoing/Immediate-term (0-18 months)

Responsibility

Department of Parks, Recreation and Neighborhood Services; Neighborhood Associations; Burbank/Del Monte residents and property owners; Crossroads Bible Church; Immanuel Lutheran

Church; People Acting Together in Community (PACT); Department of Planning, Building and Code Enforcement; Redevelopment Agency; and Sherman Oaks Community Charter School

- c** Explore resources for community-initiated clean-up events.

Costs

Staff costs, absorbed in City budget and volunteer time

Timing

Ongoing/Immediate-term (0-18 months)

Responsibility

Department of Parks, Recreation and Neighborhood Services; Neighborhood Associations; Burbank/Del Monte residents and property owners; Crossroads Bible Church; Immanuel Lutheran Church; People Acting Together in Community (PACT); Department of Planning, Building and Code Enforcement; Redevelopment Agency; and Sherman Oaks Community Charter School

- d** Develop a collaborative mentor program for community leaders to teach neighborhood organizations how to organize a neighborhood clean-up event and how to apply for neighborhood clean-up/beautification grants.

Costs

Staff costs, absorbed in City budget and volunteer time

Timing

Ongoing/Immediate-term (0-18 months)

Responsibility

Neighborhood Associations; Burbank/Del Monte residents and property owners; Crossroads Bible Church; Immanuel Lutheran Church; Department of Parks, Recreation and Neighborhood Services; People Acting Together in Community (PACT); Department of Planning, Building and Code Enforcement; and Sherman Oaks Community Charter School.

- e** Improve outreach/advertising for clean-up related information hotlines.

Costs

Staff costs, absorbed in City budget

Timing

Ongoing/Immediate-term (0-18 months)

Responsibility

Environmental Services Department; Burbank/Del Monte residents and property owners; Neighborhood Associations; Crossroads Bible Church; Immanuel Lutheran Church; Department of Parks, Recreation and Neighborhood Services; People Acting Together in Community (PACT); Department of Planning, Building and Code Enforcement; Redevelopment Agency; and Sherman Oaks Community Charter School.

- f** Coordinate with Crossroads Bible Church and Immanuel Lutheran Church as partners in clean-up of Richmond and Menker Avenues.

Costs

Staff costs, absorbed in City budget

Timing

Immediate-term (0-18 months)

Responsibility

Department of Planning, Building and Code Enforcement (Code Enforcement Division); Neighborhood Associations; Richmond-Menker Action Task Force; Burbank/Del Monte residents and property owners; Crossroads Bible Church; Immanuel Lutheran Church; Department of Parks, Recreation and Neighborhood Services; People Acting Together in Community (PACT); and Sherman Oaks Community Charter School

- g** Hold a community meeting to identify problem areas for stray shopping carts and explore possible solutions.

Costs

Staff costs, absorbed in City budget

Timing

Immediate-term (0-18 months)

Responsibility

Department of Planning, Building and Code Enforcement (Code Enforcement Division); Neighborhood Associations; Burbank/Del Monte residents and property owners; Crossroads Bible Church; Immanuel Lutheran Church; People Acting Together in Community (PACT); and Sherman Oaks Community Charter School.

BENEFITS

Concentrating on clean-up and maintenance efforts will create a more attractive street environment and ensure that neighborhood streets are free of debris and unattractive clutter.

PROJECTS UNDERWAY

- An \$18,000 grant to be used toward additional neighborhood clean-ups has recently been awarded through the Burbank Sanitation District.

7 *Strengthen Code Enforcement and Housing Programs to help ensure that residential units are improved and well-maintained.*

ISSUE

Tenants and nearby residents have reported neglected rental properties and substandard conditions at some multi-family and single family residences in Burbank/Del Monte, especially in the area east of San José City College. Single and multi-family residential units in disrepair can have a detrimental affect on the entire neighborhood.

DISCUSSION

There are some steps that City Code Enforcement can take to influence the condition of substandard properties in the City, but improving residential units also relies largely on the cooperation of individual property owners and the knowledgeability of tenants. Efforts should be made to educate tenants about City codes and tenant rights. Information should encourage tenants to report housing problems to property owners for resolution (If the property owner fails to address the issue, then tenants should make a report to Code Enforcement for a *complaint* inspection). Outreach might include distributing multi-lingual information door-to-door about code enforcement regulations, hot line phone numbers, and tenants rights.

Organized property owners' and tenants' associations can play a valuable role by connecting property owners and tenants to City resources such as minor home improvement assistance programs and landlord/tenant education programs. Santa Clara County's Housing and Community Development Department also provides low-interest loans for housing rehabilitation to low-income residents in the County pockets through its Cooperative Housing Rehabilitation Program. The County does not, however, have the



same level of Code Enforcement staff resources that the City has. Therefore County Code Enforcement services for County pockets are limited. The action steps below refer to City properties and City Code Enforcement unless noted otherwise.

ACTION STEPS

CODE ENFORCEMENT

- a** Increase the number of Code Enforcement/Driveway Team inspectors in future budget years (two additional inspectors have already been added for the 2001/2002 budget year).

Costs

First year for one (1) inspector of \$75,500 (salary plus benefits) plus \$20,000 for vehicle; or \$94,500 for first year and \$74,500 for each subsequent year

Timing

Immediate/ongoing

Responsibility

Department of Planning, Building and Code Enforcement (Code Enforcement Services)

- b** Establish a pattern of annual Code Enforcement inspections for consistently blighted housing, rather than just complaint-basis inspections.

Costs

First year for one (1) inspector of \$75,500 (salary plus benefits) plus \$20,000 for vehicle; or \$94,500 for first year and \$74,500 for each subsequent year

Timing

Ongoing

Responsibility

Department of Planning, Building and Code Enforcement (Code Enforcement Services); Burbank/Del Monte residents and property owners; and Neighborhood Associations

- c** Strengthen outreach to educate tenants about City codes and tenant rights.

Costs

Staff costs, absorbed in City budget

Timing
Ongoing

Responsibility

Department of Planning, Building and Code Enforcement (Code Enforcement Services); Burbank/Del Monte residents and property owners; Department of Housing; Neighborhood Associations; Department of Parks, Recreation and Neighborhood Services; San José Police Department; and Tenants Rights Organizations

- d Encourage unified, on-site professional management at apartments.

Costs
Staff costs, absorbed in City budget

Timing
Immediate/ongoing

Responsibility

Department of Planning, Building and Code Enforcement (Code Enforcement Services); Burbank/Del Monte residents and property owners; Department of Housing; Neighborhood Associations; Department of Parks, Recreation and Neighborhood Services; Redevelopment Agency; San José Police Department; and Santa Clara County

- e Strengthen landlord/building manager training programs.

Costs
Staff costs, absorbed in City budget

Timing
Immediate/ongoing

Responsibility

Department of Planning, Building and Code Enforcement (Code Enforcement Services); Burbank/Del Monte residents and property owners; Department of Housing; Neighborhood Associations; Department of Parks, Recreation and Neighborhood Services; and San José Police Department.

HOUSING

- f** Develop a comprehensive improvement plan for the Richmond-Menker apartments.

Costs

\$30,000 for planning and design

Timing

Immediate/short-term (0-3 years)

Responsibility

Department of Housing; Richmond-Menker Property Owners Association; Richmond-Menker Action Task Force;
Department of Parks, Recreation and Neighborhood Services;
Department of Planning, Building and Code Enforcement; and
Redevelopment Agency

- g** Increase staffing of the rental dispute program - An additional analyst and community activity worker could help support additional outreach to the Burbank area, increasing the effectiveness of the program.

Costs

Rental dispute is a cost recovery fee-based program. A fee increase to landlords will be required to provide additional staffing. Housing is exploring feasibility of a fee increase which would facilitate additional staffing for all 23 SNI project areas.

Timing

Immediate/ongoing

Responsibility

Department of Housing; Burbank/Del Monte residents and property owners; Neighborhood Services; Department of Parks, Recreation and and Tenants Rights Organizations

- h** Establish a voluntary mediation program for tenant/landlord conflict resolution that would include *non-rent-controlled properties*.

Costs

Staff costs, absorbed in City budget

Timing

Short-term (0-3 years)

Responsibility

Department of Housing; Burbank/Del Monte residents and property owners; Department of Parks, Recreation and Neighborhood Services; and Tenants Rights Organizations

- i Initiate an awards program to recognize groups or individuals involved in successful neighborhood beautification efforts.

Costs

Staff costs, absorbed in City budget and volunteer time.

Timing

Short-term (0-3 years)

Responsibility

Neighborhood Associations; Burbank/Del Monte residents and property owners; and Department of Parks, Recreation and Neighborhood Services

- j Improve outreach and distribution of application packets for housing rehabilitation grants and loans and residential exterior paint grants.

Costs

Staff costs, absorbed in City budget

Timing

Short-term/Ongoing (0-3 years)

Responsibility

Department of Housing; Burbank/Del Monte residents and property owners; Neighborhood Associations; and Department of Parks, Recreation and Neighborhood Services

- k Consider forming an assessment district or homeowners association at the Richmond-Menker apartments to ensure investment and accountability among Richmond-Menker landlords.

Costs

Staff costs, absorbed in City budget and property owner time

Timing

Short-term (0-3 years)

Responsibility

Richmond-Menker Property Owners Association;
Department of Housing; Burbank/Del Monte residents and property owners; Department of Planning, Building and Code Enforcement; and Redevelopment Agency.

BENEFITS

Improving maintenance of rental units will have a positive impact on the Burbank/Del Monte neighborhood as a whole, creating a more attractive environment, building community pride, and raising property values.

PROJECTS UNDERWAY

- Two additional City Code Enforcement inspectors have been added to the entire Strong Neighborhoods Initiative area for this budget year (2001/2002), and a new blight ordinance for duplexes and multi-family complexes in the City recently became effective (September, 2001).
- Project Blossom—This program offers landlord training and guidance in the formation of property owners' associations. Richmond-Menker property owners have recently participated in the Project Blossom program offered by the City.



Create an economic development strategy for West San Carlos Street and Bascom Avenue.

ISSUE

Although residents value the unique character of the area and many of the existing businesses, some commercial uses along West San Carlos Street and Bascom Avenue, such as used car lots and adult businesses, are inconsistent with the family-friendly, neighborhood-serving uses that Burbank residents want to strengthen. In addition, the narrow lot sizes and configurations along these thoroughfares make it difficult to construct new buildings to meet current retail requirements.

West San Carlos Street and Bascom Avenue are visually unappealing. Landscaping is limited and there are many older deteriorating buildings, outdated facades and awnings, and unattractive billboards and pole signs. Due to the City-County interface in this neighborhood, there has been inconsistency in the application of design and development standards. Narrow, aging or missing sidewalks and few crosswalks discourage pedestrian use in the area. Lack of on-site parking adjacent to stores also makes retail use inconvenient.

The community's vision is to improve West San Carlos Street and Bascom Avenue as attractive, accessible and economically thriving mixed use, transit-oriented corridors.

DISCUSSION

The role and function of West San Carlos Street and Bascom Avenue have changed dramatically over the past 60 years. Both of these streets are now major commercial arterials through the City of San José. West San Carlos Street in particular has a much more regional significance today as a major transportation corridor linking downtown San José to Cupertino, and making connections to key destinations within the city, such as the Valley Fair shopping center, Santana Row, and the Downtown.

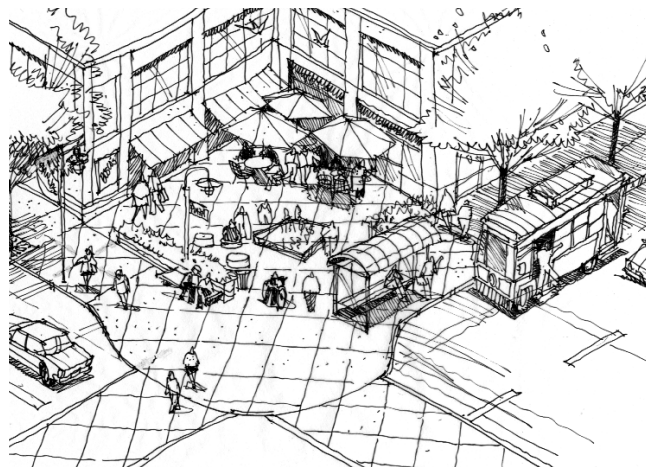


West San Carlos Street.

The nature of commercial development has changed over the years as well. The old development pattern, characterized by small, shallow lots, no parking, and buildings set at the property line behind very narrow sidewalks, is not well-suited to modern commercial development practice. Today, successful retail/commercial development generally requires larger lots with adequate space for on-site parking, and wider sidewalks that provide space for a healthy pedestrian environment.

The older building development pattern has limited the types of retail/commercial uses that are economically viable in the area. The small, shallow lots are often conducive to businesses that may not be particularly desirable to the community, such as used car lots, auto repair shops, second-hand stores and adult businesses. These businesses can detract from the success of more favorable existing

businesses, such as restaurants, pharmacies, supermarkets, antique shops, and professional offices, and can make it more difficult to attract favorable neighborhood and regional commercial uses.



The community's vision is to improve W. San Carlos St. and Bascom Ave. as attractive, accessible and economically thriving mixed use, transit-oriented corridors.

An economic development strategy for West San Carlos Street and Bascom Avenue should explore potential lot consolidations on a case-by-case basis as a means of attracting more economically viable, mixed use, neighborhood-serving and family-friendly tenants that residents prefer. This concept does not advocate the use of eminent domain to meet its objectives, although it is recognized that there may be specific circumstances where there is broad

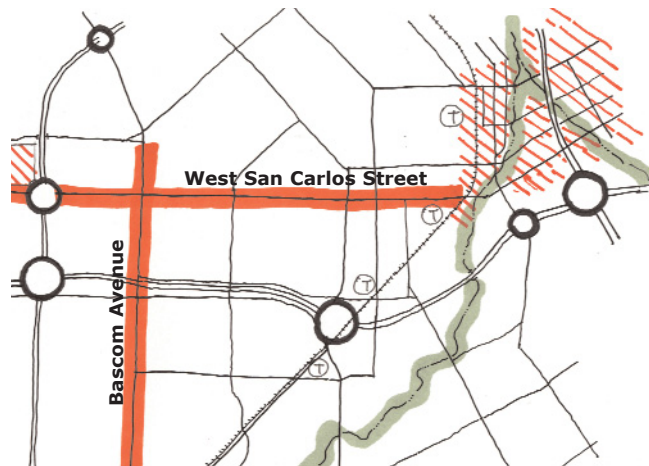
community support to use this as a tool of last resort. Potential lot consolidations should involve a West San Carlos Street or Bascom

Avenue commercial frontage and should only be considered with willing sellers and the full participation of stakeholders.

Roadway and pedestrian enhancements can also enhance the vitality of these corridors, easing traffic flow and improving pedestrian access to adjoining commercial developments and parking. Building, façade, and signage enhancements will help make these commercial areas more attractive places to work and shop. See pages 63 through 76 for a fuller discussion of the economic development issues affecting these two corridors.

A comprehensive economic development strategy for these corridors should address the following:

- Business diversification, recruitment, and retention;
- Market analysis to quantify market demand for land uses, businesses and services in the area;
- Land use/zoning modifications;
- Lot reconfigurations and consolidations;
- Revitalization of underutilized sites;
- Potential mixed use sites;
- Roadway improvements;



Commercial corridors to address in an economic development strategy: West San Carlos Street and Bascom Avenue.

- Streetscape improvements including small plazas or pocket parks;
- Building/façade enhancement;
- Marketing assistance for owners of underutilized or unattractive properties or businesses;
- Improved signage;
- Coordinated design standards;
- Increased parking; and
- Transit system improvements.

ACTION STEPS

- a** Develop a comprehensive economic strategy for West San Carlos Street and Bascom Avenue, addressing each of the issues described above.

Costs

\$225,000

Timing

Short-term (0-3 years)

Responsibility

Redevelopment Agency; West San Carlos Business

Association; Adult Business Action Team; Office of Economic Development; Neighborhood Associations; Department of Planning, Building and Code Enforcement (Planning Division); and Santa Clara County

- b** Initiate annexation of commercial properties only along West San Carlos Street and Bascom Avenue.

Costs

Staff costs, absorbed City budget

Timing

Short-term (0-3 years)

Responsibility

Department of Planning, Building and Code Enforcement; Adult Business Action Team; Office of Economic Development; Neighborhood Associations; Redevelopment Agency; Santa Clara County; and West San Carlos Business Association

- c** Coordinate with and support Santa Clara County to implement the Bascom Avenue streetscape Master Plan.

Costs

Staff time to coordinate with and support County staff (\$800,000 grant has been funded to complete the streetscape improvements).

Timing

Short-term (0-3 years)

Responsibility

Department of Transportation; Santa Clara County (Roads & Airports); Adult Business Action Team; Neighborhood Associations; and West San Carlos Business Association

- d* Participate in/support the VTA “Two New Rail Corridors Study” for potential light rail along the West San Carlos/Stevens Creek corridor.

Costs

Staff costs to participate in the “Two New Rail Corridor Study” are absorbed into City budget.

Timing

Medium-term (4-6 years)

Responsibility

Department of Transportation; Neighborhood Associations; Adult Business Action Team; Office of Economic Development; Department of Planning, Building and Code Enforcement; Redevelopment Agency; Santa Clara County; and West San Carlos Business Association

BENEFITS

Appropriate commercial uses, efficient vehicular access to businesses, pedestrian convenience to parking and transit, walkable businesses, and attractive streetscape environments are integral to successful commercial activity. Providing a mix of affordable and market rate housing nearby is also a factor in commercial success. Developing a detailed economic development strategy for West San Carlos Street and Bascom Avenue will provide the direction necessary to shape the desired role and character of these vital corridors.

PROJECTS UNDERWAY

- West San Carlos Business Association Business Improvement Plan Update
- Redevelopment Agency Economic Development Strategy for West San Carlos Street and Bascom Avenue
- County implementation of the Bascom Avenue streetscape Master Plan (grant funding for implementation awarded to the County in January, 2002)
- Formation of the Adult Business Action Team
- VTA “Two New Rail Corridors Study” - for potential light rail on the West San Carlos/Stevens Creek Corridor

9

Establish a specialty trolley service along West San Carlos Street and Bascom Avenue

ISSUE

As a major transportation corridor through the City, West San Carlos Street has been identified for future development intensification and for potential light rail construction. Six other corridors are also under consideration by the Valley Transportation Authority (VTA) for potential light rail construction. In order to support current and anticipated development, business owners and residents support the long-term goal of a light rail extension along this corridor. In this regard, community members have expressed a preference for historic trolley cars as opposed to standard light rail cars. If the West San Carlos/Stevens Creek corridor is selected for light rail, it will likely take a minimum of 7-10 years to complete construction and begin service.

DISCUSSION

As a more immediate goal, the community would like to establish a historic trolley service established using rubber tire technology (similar to the historic trolleys currently used for public transit in San Francisco), established along West San Carlos Street with an extension down Bascom Avenue and north to Diridon Station. This would require active participation and leadership from the Valley Transportation Authority.

A historic trolley would capture some of the history of the area and provide connections to destinations within the neighborhood, such as the Diridon Station, San José City College, Santa Clara Valley Medical Center, and regional destinations, such as the Valley Fair Shopping Center, Santana Row, and Downtown. This trolley service is envisioned to run within the public right-of-way (in the center travel lane) until future potential light rail can be installed. In the event that light rail is installed, residents would prefer the use of historic cars here as well.



Historic San José trolley car.

As part of a larger economic development strategy, residents aim to diversify West San Carlos and Bascom businesses, create a more attractive and comfortable street environment, improve public transportation, pedestrian and vehicular access, and transform the character of these commercial corridors. The use of a historic trolley would provide an additional attraction for retail uses along the corridor while improving transit connections to vital business centers. Trolley stops should be coordinated with key transit connections and destinations at major intersections.

ACTION STEPS

- a** Conduct a feasibility study regarding historic trolleys/buses along a West San Carlos Street route with connections to the Diridon Station, Valley Fair Shopping Center, Santana Row, Santa Clara Valley Medical Center, San José City College and Downtown.

Costs

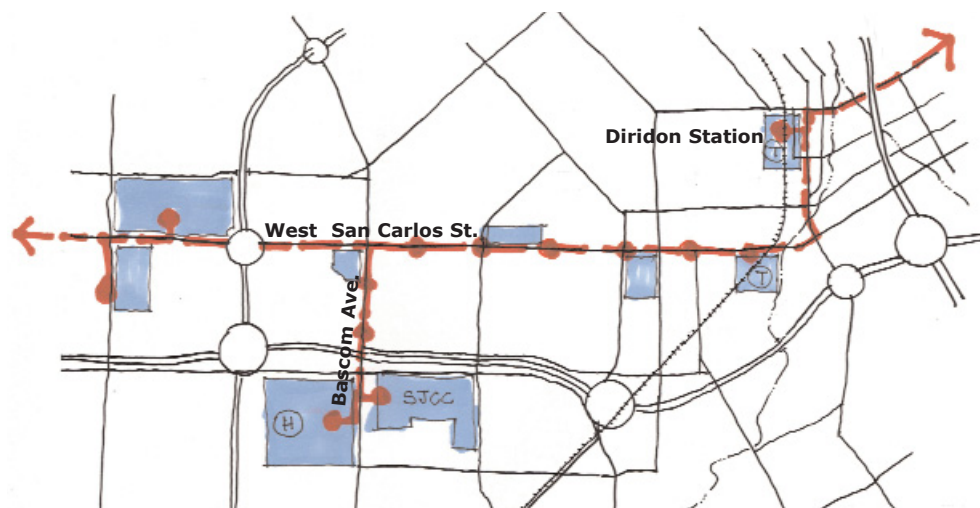
\$100,000

Timing

Short-term (0-3 years)

Responsibility

Valley Transportation Authority (VTA); Redevelopment Agency; Department of Transportation; Department of Planning, Building and Code Enforcement; and West San Carlos Business Association



Proposed historic trolley route: From the Diridon Station to W. San Carlos Street and Bascom Avenue.

- b** Investigate the possibility of recycling old equipment that San José already owns (such as historic cars and other equipment).

Costs

To be determined based on additional research and community input

Timing

Short-term (0-3 years)

Responsibility

Valley Transportation Authority (VTA); Redevelopment Agency; Department of Transportation; and West San Carlos Business Association

- c** Explore funding sources to help finance the trolley project.

Costs

Staff costs, absorbed in City budget

Timing

Short-term (0-3 years)

Responsibility

Valley Transportation Authority (VTA); Redevelopment Agency; Department of Transportation; and West San Carlos Business Association

- d** Establish the trolley service.

Costs

Total of \$936,000 per year, per car. For four (4) trolley cars, costs would total \$3,744,000 to operate and maintain four cars per year. Additional costs to be determined (improvement at stops, cost of equipment, etc.).

Timing

Medium-term (4-6 years)

Responsibility

Valley Transportation Authority (VTA); Redevelopment Agency; Department of Transportation; and West San Carlos Business Association

- e Participate in the VTA “Two New Rail Corridors Study” West San Carlos/Stevens Creek Blvd. (seven corridors are under consideration including W. San Carlos/Stevens Creek Blvd.)

Costs

Staff costs to participate in the “Two New Rail Corridors Study,” absorbed in City budget

Timing

Short-term (0-3 years)

Responsibility

Valley Transportation Authority (VTA); Redevelopment Agency; Department of Transportation; Community; Department of Planning, Building and Code Enforcement; and West San Carlos Business Association

BENEFITS

A specialty trolley service would enhance the character of West San Carlos Street and Bascom Avenue as commercial destinations and contribute to the ambiance and character of these corridors. The service would also provide key transit connections to neighborhood and regional retail and business centers, and would encourage increased public transit ridership for shoppers, San José City College students/faculty and Santa Clara County Valley Medical Center clients/staff.

PROJECTS UNDERWAY

- VTA light rail corridor studies are being planned to begin in fiscal year 2003 for seven potential corridors including the West San Carlos/Stevens Creek corridor.

10

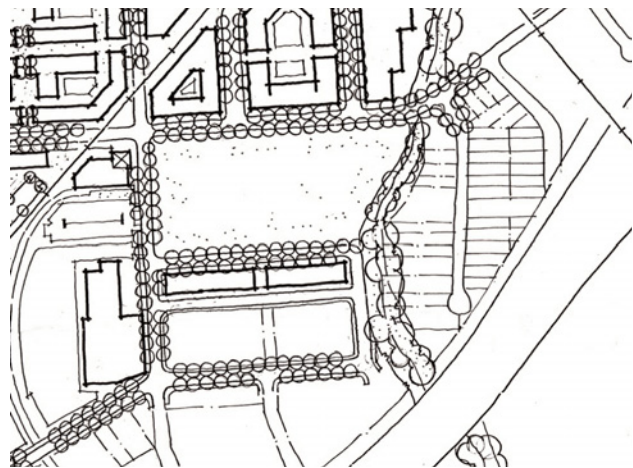
*Develop a new public neighborhood park along Los Gatos Creek at Auzerais Avenue.***ISSUE**

A major issue facing San José's older neighborhoods is the lack of public open space and parkland. In the Burbank/Del Monte neighborhood, there are few vacant lots available for developing parks. Purchasing existing homes and relocating residents for development of new neighborhood parks is very costly, difficult to implement, and complicated because of social impacts.

DISCUSSION

As a major neighborhood improvement concept, residents envision a pedestrian-oriented axis with a series of pocket parks along Scott Street/Auzerais Avenue connecting residential neighborhoods to the Los Gatos Creek and the city-wide regional trails network.

There is a site potentially available for park development in the Del Monte industrial area in the east part of the Burbank/Del Monte area adjacent to the Los Gatos Creek. This underutilized industrial site offers about 4-5 acres, bordered on the west by Sunol Street, on the east by the creek, and north and south by Auzerais Avenue and W. Home Street, respectively. If a residential project were to locate in this area in the future, a park dedication likely would be required. A community planning process for design and development of this potential neighborhood park to serve the public would be held as part of the required City park design process.



Conceptual plan for new public neighborhood park at Auzerais Ave. adjacent to Los Gatos Creek at the old Del Monte site.

Any park plans, including General Plan amendments, should ensure:

- Signage designating the park as a City park open to the public;
- A strong connection to the Los Gatos Creek and trail;
- A link to the Scott/Auzerais east-west pedestrian spine;
- North-south pedestrian access from W. San Carlos, the future light rail station and the VTA site/potential mixed use development;
- Good visibility and access from public streets (bordered by at least two public streets);
- A variety of neighborhood park amenities, such as ball fields, play equipment, seating areas, and public restrooms; and
- Preservation of the historic Del Monte water tower.

As an alternative, the Valley Transportation Authority (VTA) also owns a large vacant parcel in the industrial area immediately off W. San Carlos Street, just west of Sunol Street and northwest of the abandoned Southern Pacific rail spur. If VTA decided to sell this parcel, the City could consider purchasing it with an ultimate goal of offering it to the Del Monte property owners in exchange for the Del Monte site adjacent to the creek. This would require coordination and negotiations on the part of VTA, the City of San José, the Redevelopment Agency, and Del Monte property owners. Such a scenario would allow the City to develop the park near the creek, possibly in connection with a neighborhood center, while allowing Del Monte property owners to redevelop the VTA parcel.

ACTION STEPS

- a** Monitor Del Monte and City plans for the Del Monte property, initiate any General Plan amendments.

Costs

Staff costs, absorbed in City budget and volunteer time

Timing

Immediate-term (0-18 months)

Responsibility

Neighborhood Associations; Department of Parks, Recreation and Neighborhood Services; Department of Planning, Building

and Code Enforcement; and Redevelopment Agency

- b** Monitor VTA/City plans for the VTA-owned San Carlos Street property.

Costs

Staff costs, absorbed in City budget and volunteer time

Timing

Immediate-term (0-18 months)

Responsibility

Neighborhood Associations; Department of Planning, Building and Code Enforcement; Department of Parks, Recreation and Neighborhood Services; and Redevelopment Agency

- c** Lobby for Del Monte property uses that include a neighborhood park.

Costs

Staff costs, absorbed in City budget and volunteer time

Timing

Immediate-term (0-18 months)

Responsibility

Neighborhood Associations; Parks, Recreation and Neighborhood Services; Department of Planning, Building and Code Enforcement; and Redevelopment Agency

- d** Initiate any General Plan amendments for park use on Del Monte property.

Costs

Staff costs, absorbed in City budget

Timing

Short-term (0-3 years)

Responsibility

Department of Planning, Building and Code Enforcement; and Property Owners

- e** Identify point in time when a Del Monte site is reasonably assured as the preferred park site, or not, and abandon or proceed with swap plans for the VTA site as appropriate.

Costs

Staff costs, absorbed in City budget

Timing

Short/medium-term (0-6 years)

Responsibility

Department of Planning, Building and Code Enforcement; Redevelopment Agency; Neighborhood Associations; and Department of Parks, Recreation and Neighborhood Services

- f* If the County's San Carlos property is the best option for obtaining a neighborhood park, proceed to work out property swap with County and Del Monte owners.

Costs

Staff costs, absorbed in City budget. No possible way to estimate costs of a future swap.

Timing

Short/medium-term (4-6 years)

Responsibility

Redevelopment Agency; Neighborhood Associations; Department of Parks, Recreation and Neighborhood Services; and Department of Planning, Building and Code Enforcement

- g* Complete negotiations with property owners/developers of the Del Monte site for park dedication and park development

Costs

Park would be required on site at City's option based on Parkland Dedication Ordinance for development of 50+ units. The development potential for the Del Monte site is at least 600 units which would require 4.5 acres to be dedicated for a park.

Timing

Medium-term (4-6 years)

Responsibility

Redevelopment Agency; Neighborhood Associations; Department of Parks, Recreation and Neighborhood Services; and Department of Planning, Building and Code Enforcement

- h* Develop design criteria for the proposed park in order to ensure public access and a design that is acceptable to the community.

Costs

Staff costs, absorbed in City budget

Timing

Medium-term (4-6 years)

Responsibility

Department of Parks, Recreation and Neighborhood Services;
Redevelopment Agency; Neighborhood Associations; and
 Department of Planning, Building and Code Enforcement

i Prepare a Park Master Plan.*Costs*

\$200,000 to \$250,000

Timing

Medium-term (4-6 years)

Responsibility

Department of Parks, Recreation and Neighborhood Services;
 and Neighborhood Associations

j Seek additional funding for land acquisition and/or park development as necessary.*Costs*

Staff costs, absorbed in City budget and volunteer time

Timing

Medium-term (4-6 years)

Responsibility

Department of Parks, Recreation and Neighborhood Services;
Redevelopment Agency; and Neighborhood Associations

k Prepare design and construction documents.*Costs*

Equal to 10% of construction costs. (\$225,000 for 4.5-acre park)

Timing

Medium-term (4-6 years)

Responsibility

Department of Public Works; and Department of Parks,
 Recreation and Neighborhood Services

l Bid and contract park improvements.*Costs*

Staff costs, absorbed in City budget

Timing

Medium-term (4-6 years)

¹Eric Damian Kelly and Connie Cooper, American Planning Association. "Everything you always wanted to know about regulating sex businesses." Chicago, IL, 2000.

Responsibility

Department of Public Works; and Department of Parks, Recreation and Neighborhood Services

mConstruct park improvements

Costs

\$500,000 per acre (\$2,250,000 for 4.5-acre park). Plus \$500,000 for restroom facilities and an additional \$500,000 for playground equipment.

Timing

Medium-term (4-6 years)

Responsibility

Department of Public Works; Department of Parks, Recreation and Neighborhood Services

BENEFITS

Aligning a park along Auzerais Avenue and the Los Gatos Creek and trail will add much needed larger-scale park space to the neighborhood, and will support the overall neighborhood improvement concept of creating a major pedestrian and open space spine along Scott Street/Auzerais Avenue to link the Burbank/Del Monte neighborhood east and west to the Los Gatos Creek and regional trails network.

PROJECTS UNDERWAY

- A General Plan amendment is currently on file to allow mixed use development on the 15.6-acre site located on both sides of Sunol Street between Savaker Street, Home Street and Interstate-280 (Midtown South).

11

Implement strategies to address any adverse impacts related to adult business activity on Burbank/Del Monte neighborhoods.

ISSUE

Burbank residents believe that adult businesses along West San Carlos Street and Bascom Avenue detract from the family environment that Burbank residents desire. Studies indicate that adult businesses can attract higher levels of criminal activity, ultimately contributing to neighborhood decline. These businesses can also have a potentially negative impact on surrounding property values, particularly on residences located closest to them.

DISCUSSION

Adult businesses include: adult video stores, sexually-oriented motion picture theaters, adult cabaret, massage parlors, tattoo parlors, drug paraphernalia head shops, and shops that sell sexually-oriented objects. Liquor stores can also have a negative impact on the surrounding community in sales of alcohol, cigarettes and adult-themes materials to minors, and in the display of inappropriate marketing materials aimed at youth.

Proposed strategies need to be developed in coordination with Santa Clara County, the West San Carlos Business Association and Burbank/Del Monte residents to address any adverse impacts that these businesses are shown to be related to.

Although it may be extremely difficult, one strategy for addressing adult business use in the area is to annex County commercial properties along West San Carlos and Bascom into the City. This would allow the City to exercise their more restrictive regulations.

Another means of reducing any negative impacts is to develop more specific standards for adult business use. For example, a study reported by the American Planning Association recommends that where adult businesses are permissible, they should not be allowed



The Pink Poodle strip club is not consistent with a family-friendly environment.

to concentrate in a specific area or locate adjacent to one another, and they should be prohibited from locating within 500 feet of a residential neighborhood, school, church or park.¹ Potential development standards such as these, need to be explored. Currently the City requires a 500 foot buffer between adult businesses and schools and a 200 foot buffer between adult businesses and residential areas.

Aside from altering annexation and/or zoning, a critical key to addressing impacts related to adult use businesses involves educating the public to document problems associated with adult business use in the neighborhood. For example, documenting where debris (such as needles or condoms) is left in the neighborhood, reporting instances where adult businesses are open beyond their allowed curfew, or documenting instances where children view adult materials (such as where a door to an adult business is left ajar) can be important in reducing the impacts of adult use. The County's District Attorney's Office offers "public nuisance" training sessions to teach community members how to document problems. Outreach for these training sessions should be expanded and residents should be provided with the following contact information:

- Santa Clara County District Attorney's Office
408-299-7400
- Deputy District Attorney
408-998-1561

ACTION STEPS

- a Initiate annexation of commercial properties from County to City as a way of maximizing restrictions on adult business use and as a means of addressing new adult businesses that may wish to locate in the neighborhood.

Timing

Medium-term (4-6 years)

Responsibility

Department of Planning, Building and Code Enforcement (Planning Division); Adult Business Action Team; City Attorney; Neighborhood Associations; Redevelopment Agency; and West San Carlos Business Association

- b** Investigate non-conforming use regulations and amortization of non-conforming uses.

Timing

Short-term (0-3 years)

Responsibility

Department of Planning, Building and Code Enforcement (Planning Division); Adult Business Action Team; City Attorney; Neighborhood Associations; Redevelopment Agency; San José Police Department; Santa Clara County District Attorney; Santa Clara County Sheriff; and West San Carlos Business Association

- c** Enact more restrictive regulations for adult businesses in County areas.

Timing

Short-term (0-3 years)

Responsibility

Adult Business Action Team; Santa Clara County District Attorney; Santa Clara County Sheriff; Neighborhood Associations; and West San Carlos Business Association

- d** Explore developing new standards for adult businesses in County areas - separation buffers, or larger buffers, between adult businesses and adjacent uses; avoiding concentration of adult business use, etc.

Timing

Short-term (0-3 years)

Responsibility

Adult Business Action Team; Santa Clara County District Attorney; Santa Clara County Sheriff; Neighborhood Associations; and West San Carlos Business Association

- e** Explore altering County notification requirements for new adult businesses to include neighborhood associations and property owners.

Timing

Short-term (0-3 years)

Responsibility

Adult Business Action Team; Santa Clara County District Attorney; Santa Clara County Sheriff; Neighborhood Associations; and West San Carlos Business Association

- f Create a map of adult businesses, stores that sell adult paraphernalia and stores that post adult-themed materials in the neighborhood in order to focus improvement efforts.

Timing

Immediate-term (0-18 months)

Responsibility

Adult Business Action Team; Santa Clara County District Attorney; Santa Clara County Sheriff; Neighborhood Associations; and West San Carlos Business Association

- g Conduct an analysis that would record locations of Sheriff and Police calls and their possible correlation to adult business locations.

Timing

Immediate-term (0-18 months)

Responsibility

San José Police Department; Santa Clara County Sheriff; Adult Business Action Team; Neighborhood Associations; Santa Clara County District Attorney; and West San Carlos Business Association

- h Train community members how to document problems associated with adult businesses that they observe in the neighborhood through “public nuisance” training sessions.

Timing

Immediate/ongoing

Responsibility

Santa Clara County District Attorney; Adult Business Action Team; City Attorney; Neighborhood Associations; Department of Planning, Building and Code Enforcement; Redevelopment Agency; San José Police Department; Santa Clara County Sheriff; and West San Carlos Business Association

- i Strengthen enforcement of alcohol and cigarette sales to minors. Encourage sheriff and police sting operations for sales to minors of alcohol, cigarettes, drug paraphernalia and adult videos.

Timing

Immediate/short-term (0-3 years)

Responsibility

San José Police Department; Adult Business Action Team; City Attorney; Neighborhood Associations; Department of Planning, Building and Code Enforcement; Redevelopment Agency; Santa

Clara County District Attorney; Santa Clara County Sheriff; and West San Carlos Business Association

- j Enforce Alcohol and Beverage Control regulations to eliminate inappropriate adult-themed signage, posters and marketing materials. Community members can discuss with business owners neighborhood concerns regarding publicly visible marketing materials.

Timing

Immediate/short-term (0-3 years)

Responsibility

San José Police Department; Adult Business Action Team; City Attorney; Neighborhood Associations; Department of Planning, Building and Code Enforcement; Santa Clara County District Attorney; Santa Clara County Sheriff; and West San Carlos Business Association

BENEFITS

Limiting adult business use in the area will strengthen Burbank/Del Monte's image as a neighborhood-serving and family-friendly area, and will ensure maximum surrounding property values.

PROJECTS UNDERWAY

- Formation of the Adult Uses Task Force (Guided by the Deputy District Attorney)
- Two training sessions were recently held by the District Attorney's Office, to train community members to document neighborhood problems associated with adult businesses
- West San Carlos Business Association Business Improvement Plan Update
- Redevelopment Agency Economic Development Strategy for West San Carlos Street and Bascom Avenue

Action Matrix

The matrix presented on the following pages is intended as a guide to realizing the community's shared vision for the future. Although the top priority actions detailed in the previous section were highlighted by the community as being of particular importance, each of the actions listed in the Action Matrix articulate a piece of the community's vision and should be initiated as soon as possible. The implementation of any one of the improvement actions would bring Burbank/Del Monte closer to the community's desired future.

The Action Matrix is organized around the goals identified in the *Neighborhood Improvement Goals* section presented earlier:

- GOAL A** Develop Parks and Open Space;
- GOAL B** Provide Community Facilities in the Neighborhood;
- GOAL C** Create a Pedestrian-Friendly Environment;
- GOAL D** Improve Circulation, Transportation and Parking;
- GOAL E** Strengthen Economic Development;
- GOAL F** Revitalize Housing;
- GOAL G** Beautify the Neighborhood;
- GOAL H** Encourage Maintenance and Stewardship; and
- GOAL I** Improve Programs, Services and Community Organization.

For each action, the matrix provides information on the action's priority level, implementation timeframe, responsible parties and partners, City Service Areas and potential funding sources. Top priority actions have been highlighted with shaded boxes. The acronyms listed in the matrix are defined in the *Glossary of Acronyms* located at the end of this chapter.

GOAL: DEVELOP PARKS & OPEN SPACE

	Strategy/Action	Priority	Time Frame Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs	Lead Responsibility & Other Partners	City Service Areas	Potential Funding Sources
I	Complete development of the Buena Vista Tot Lot, and acquire the parcel at Scott and Clifton Avenue for use as a pocket park.	Top Priority #1				
	a) Obtain demolition permits and demolish the existing house at the future Buena Vista Tot Lot site on the northeast corner of Scott St. and Menker Ave.; ▪ <i>Demolition of existing house, garage and portions of streetside fencing will be completed by mid-June 2002.</i>		Medium Underway	▪ PRNS ▪ PBCE	▪ RACS	▪ City budget
	b) PRNS and the community to develop a park masterplan for the Buena Vista Tot Lot;		Medium Underway	▪ PRNS ▪ <i>Nbhd. Assoc.</i>	▪ RACS	▪ City budget
	c) Complete design development and construction documents as required for the Buena Vista Tot Lot park development; ▪ <i>Scheduled for December 2002.</i>		Medium	▪ PRNS ▪ DPW (Design & Const., Arch. Eng. Division)	▪ RACS	▪ CDBG ▪ SJRA
	d) Complete Buena Vista Tot Lot construction; ▪ <i>Scheduled for June 2003.</i> ▪ Conduct neighborhood fundraising to help finance the Buena Vista Tot Lot park construction. ▪ Investigate matching grant programs or sweat equity programs for neighborhood park development for the Buena Vista Tot Lot (where neighbors help build a park for a savings).		Short	▪ DPW (Design & Const., Arch. Eng. Division) ▪ PRNS	▪ RACS	▪ SJRA
	e) Secure necessary funding to acquire and masterplan the site at Scott St. and Clifton Ave. as a pocket park;		Short-Medium	▪ PRNS ▪ Nbhd. Assoc.	▪ RACS	▪ SJRA ▪ CIP ▪ CDBG
	f) Initiate the approval process for annexing the lot at Scott St. and Clifton Ave. into the City, so that City resources will be available for park development;		Medium	▪ PRNS ▪ PBCE (Planning Div.)	▪ RACS	▪ City budget

	Strategy/Action	Priority	Time Frame Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs	Lead Responsibility & Other Partners	City Service Areas	Potential Funding Sources
I cont'd	g) Create masterplan for pocket park.		Medium	<ul style="list-style-type: none"> ▪ PRNS ▪ Nbhd. Assoc. ▪ <i>Community Members</i> 	<ul style="list-style-type: none"> ▪ RACS 	<ul style="list-style-type: none"> ▪ City budget ▪ SJRA ▪ CBDG
	h) Complete pocket park construction at Scott St. and Clifton Ave.		Medium	<ul style="list-style-type: none"> ▪ PRNS ▪ DPW (Design & Const., Arch. Eng. Division) 	<ul style="list-style-type: none"> ▪ RACS 	<ul style="list-style-type: none"> ▪ SJRA
2	Work with Neighborhood Associations to identify additional future pocket park locations along Scott St. or Auzerais Ave. (for example, lots with older, dilapidated housing may provide opportunities for acquisition);		Medium	<ul style="list-style-type: none"> ▪ PRNS ▪ SJRA ▪ PBCE (Planning Div.) ▪ DPW (Real Estate Div.) ▪ Nbhd. Assoc. ▪ Property Owners 	<ul style="list-style-type: none"> ▪ RACS ▪ EAND 	<ul style="list-style-type: none"> ▪ City budget ▪ SJRA ▪ CIP
3	Design pocket park prototypes of various sizes to show a range of park components and characters for potential sites along Scott St. or Auzerais Ave.;		Medium	<ul style="list-style-type: none"> ▪ PRNS ▪ DPW (Design & Const., Arch. Eng. Division) ▪ SJRA ▪ Nbhd. Assoc. ▪ W. San Carlos Business Assoc. ▪ PBCE (Planning Div.) 	<ul style="list-style-type: none"> ▪ RACS 	<ul style="list-style-type: none"> ▪ SJRA ▪ City budget ▪ CDBG
4	Finalize potential park design concepts along Scott St. and Auzerais Ave. with Neighborhood Associations and other stakeholders;		Medium	<ul style="list-style-type: none"> ▪ PRNS ▪ DPW (Design & Const., Arch. Eng. Division) ▪ SJRA ▪ Nbhd. Assoc. ▪ W. San Carlos Business Assoc. ▪ <i>Community Members</i> 	<ul style="list-style-type: none"> ▪ RACS 	<ul style="list-style-type: none"> ▪ SJRA ▪ City budget ▪ CDBG

	Strategy/Action	Priority	Time Frame Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs	Lead Responsibility & Other Partners	City Service Areas	Potential Funding Sources
5	Continue to seek funding sources for park development along Scott St. and Auzerais Ave.; and		Short	<ul style="list-style-type: none"> ▪ PRNS ▪ <i>Nbhd. Assoc.</i> 	<ul style="list-style-type: none"> ▪ RACS 	<ul style="list-style-type: none"> ▪ SJRA ▪ Developer fees ▪ C & C funds ▪ CIP ▪ CBDG ▪ Private funds
6	Negotiate site purchases and/or relocations along Scott St. and Auzerais Ave.		Medium	<ul style="list-style-type: none"> ▪ PRNS ▪ <i>DPW (Real Estate Div.)</i> 	<ul style="list-style-type: none"> ▪ RACS 	<ul style="list-style-type: none"> ▪ SJRA ▪ Private funds ▪ Developer fees ▪ C & C funds
7	Develop a new public neighborhood park along Los Gatos Creek at Auzerais Avenue.	Top Priority #10				
	a) Monitor Del Monte and City plans for the Del Monte property, initiate any General Plan amendments.		Immediate	<ul style="list-style-type: none"> ▪ Nbhd. Assoc. ▪ SJRA ▪ PRNS ▪ PBCE 	<ul style="list-style-type: none"> ▪ RACS 	<ul style="list-style-type: none"> ▪ City budget
	b) Monitor VTA/City plans for County's San Carlos Street property.		Immediate	<ul style="list-style-type: none"> ▪ PBCE ▪ Nbhd. Assoc. ▪ SJRA ▪ PRNS 	<ul style="list-style-type: none"> ▪ RACS 	<ul style="list-style-type: none"> ▪ SJRA ▪ Developer fees
	c) Lobby for Del Monte property uses that include a neighborhood park.		Immediate	<ul style="list-style-type: none"> ▪ PBCE ▪ PRNS ▪ Nbhd. Assoc. ▪ SJRA 	<ul style="list-style-type: none"> ▪ RACS 	<ul style="list-style-type: none"> ▪ City budget

	Strategy/Action	Priority	Time Frame Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs	Lead Responsibility & Other Partners	City Service Areas	Potential Funding Sources
7 cont'd	<p>d) Initiate any General Plan amendments for park use on Del Monte Property.</p> <p><i>Ensure Del Monte Property use decisions (General Plan, development permits, etc.) include a neighborhood park that has the following elements:</i></p> <ul style="list-style-type: none"> ▪ A strong connection to the Los Gatos Creek and trail; ▪ A link to the Scott/Auzerais east-west pedestrian spine; ▪ North-south pedestrian access from W. San Carlos, the future light rail station and the VTA site/potential mixed use development; ▪ Good visibility and access from public streets; ▪ A variety of neighborhood park amenities, such as ball fields, play equipment, seating areas, and public restrooms; and ▪ Preservation of the historic Del Monte water tower. 		Short	<ul style="list-style-type: none"> ▪ PBCE ▪ <i>Property Owners</i> 	▪ RACS	▪ City budget
	e) Identify point in time when Del Monte site is reasonably assured as the preferred park site, or not, and abandon or proceed with swap plans for the VTA site as appropriate.		Short-Medium	<ul style="list-style-type: none"> ▪ PBCE ▪ SJRA ▪ <i>Nbhd. Assoc.</i> ▪ <i>PRNS</i> 	▪ EAND	<ul style="list-style-type: none"> ▪ SJRA ▪ Private funds
	f) If the County's San Carlos property is the best option for obtaining a neighborhood park, proceed to work out property swap with County and Del Monte owners.		Short-Medium	<ul style="list-style-type: none"> ▪ SJRA ▪ <i>Nbhd. Assoc.</i> ▪ <i>PRNS</i> ▪ <i>PBCE</i> 	▪ EAND	<ul style="list-style-type: none"> ▪ SJRA ▪ Private funds
	g) Complete negotiations with property owners/developers of the Del Monte site for park dedication and park development.		Medium	<ul style="list-style-type: none"> ▪ SJRA ▪ <i>Nbhd. Assoc.</i> ▪ <i>PRNS</i> ▪ <i>PBCE</i> 	▪ EAND	<ul style="list-style-type: none"> ▪ SJRA ▪ Private funds

	Strategy/Action	Priority	Time Frame Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs	Lead Responsibility & Other Partners	City Service Areas	Potential Funding Sources
7 <i>cont'd</i>	h) Develop design criteria for the proposed park in order to ensure public access and a design that is acceptable to the community.		Medium	<ul style="list-style-type: none"> ▪ PRNS ▪ SJRA ▪ <i>Nbhd. Assoc.</i> ▪ <i>PBCE</i> 	<ul style="list-style-type: none"> ▪ RACS 	<ul style="list-style-type: none"> ▪ SJRA ▪ City budget
	i) Prepare a Park Master Plan.		Medium	<ul style="list-style-type: none"> ▪ PRNS ▪ <i>Nbhd. Assoc.</i> 	<ul style="list-style-type: none"> ▪ RACS 	<ul style="list-style-type: none"> ▪ SJRA ▪ City budget
	j) Seek additional funding for land acquisition and/or park development as necessary.		Medium	<ul style="list-style-type: none"> ▪ PRNS ▪ SJRA ▪ <i>Nbhd. Assoc.</i> 	<ul style="list-style-type: none"> ▪ RACS 	<ul style="list-style-type: none"> ▪ City budget
	k) Prepare design and construction plans.		Medium	<ul style="list-style-type: none"> ▪ DPW ▪ <i>PRNS</i> 	<ul style="list-style-type: none"> ▪ RACS 	<ul style="list-style-type: none"> ▪ SJRA ▪ City budget
	l) Bid and contract park improvements.		Medium	<ul style="list-style-type: none"> ▪ DPW ▪ <i>PRNS</i> 	<ul style="list-style-type: none"> ▪ RACS 	<ul style="list-style-type: none"> ▪ City budget
	m) Construct park improvements.		Medium	<ul style="list-style-type: none"> ▪ DPW ▪ <i>PRNS</i> 	<ul style="list-style-type: none"> ▪ RACS 	<ul style="list-style-type: none"> ▪ City budget
8	<p>Work with developers and property owners to include small transit-oriented urban parks or commercial plazas as part of new development projects along W. San Carlos.</p> <p>Conceptual sites include:</p> <ul style="list-style-type: none"> ▪ Near Luther Burbank School ▪ W. San Carlos and Bascom ▪ W. San Carlos and Race ▪ W. San Carlos and Sunol ▪ W. San Carlos and Leigh ▪ Page and W. San Carlos (near Myer Electric) 		Medium	<ul style="list-style-type: none"> ▪ W. San Carlos Business Assoc. ▪ <i>PBCE (Planning Div.)</i> ▪ <i>SJRA</i> ▪ <i>County Planning</i> ▪ <i>Developers</i> ▪ <i>Property Owners</i> ▪ <i>Nbhd. Assoc.</i> 	<ul style="list-style-type: none"> ▪ RACS ▪ EAND 	<ul style="list-style-type: none"> ▪ SJRA ▪ Private funds ▪ VTA funds
9	Build an inventory of other underutilized or unfavorable commercial opportunity sites (such as used car lots and adult businesses) along W. San Carlos;		Short	<ul style="list-style-type: none"> ▪ PBCE ▪ SJRA ▪ <i>Nbhd. Assoc.</i> ▪ <i>W. San Carlos Business Assoc.</i> 	<ul style="list-style-type: none"> ▪ RACS 	<ul style="list-style-type: none"> ▪ City budget
10	Focus efforts on acquiring lots along W. San Carlos as opportunities arise to develop transit parks;		Short	<ul style="list-style-type: none"> ▪ PRNS ▪ <i>SJRA</i> ▪ <i>DPW (Real Estate Div.)</i> 	<ul style="list-style-type: none"> ▪ RCS ▪ TS 	<ul style="list-style-type: none"> ▪ SJRA ▪ CIP

	Strategy/Action	Priority	Time Frame Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs	Lead Responsibility & Other Partners	City Service Areas	Potential Funding Sources
11	Consider additional open space opportunities for a transit-oriented pocket park associated with a future Vasona Light Rail transit stop along Fruitdale Ave.		Medium	<ul style="list-style-type: none"> ▪ PRNS ▪ PBCE (Planning Div.) ▪ VTA 	<ul style="list-style-type: none"> ▪ RACS ▪ TS 	<ul style="list-style-type: none"> ▪ SJRA ▪ VTA funds ▪ CIP
12	Integrate a community plaza space into commercial development to be used for farmers' market and community events.		Medium	<ul style="list-style-type: none"> ▪ PRNS ▪ SJRA ▪ W. San Carlos Business Assoc. ▪ PBCE (Planning Div.) ▪ Nbhd. Assoc. 	<ul style="list-style-type: none"> ▪ RACS 	<ul style="list-style-type: none"> ▪ SJRA ▪ Private funds ▪ CDBG
13	<p>Work with Neighborhood Associations to identify other potential pocket park locations/Investigate opportunity sites for land acquisition and park development throughout the neighborhood. Potential sites include:</p> <ul style="list-style-type: none"> ▪ Scott St. between Halsey and Macarthur; ▪ Laswell south of Scott St.; ▪ Auzerais and Los Gatos Creek (see top priority #7); ▪ Triangular area south of W. San Carlos between Sunol St. and Lincoln Ave.; ▪ Corner of Fruitdale and Leigh (in coordination w/Sherman Oaks and Campbell School District); and ▪ Auzerais and Hannah (community garden). 		Medium	<ul style="list-style-type: none"> ▪ PRNS ▪ SJRA ▪ DPW (Real Estate Div.) ▪ Property Owners ▪ Nbhd. Assoc. ▪ Community Members ▪ PBCE (Planning Div.) 	<ul style="list-style-type: none"> ▪ RACS 	<ul style="list-style-type: none"> ▪ SJRA ▪ CDBG ▪ CIP ▪ Private funds ▪ City budget
	Explore partnerships for sharing or developing recreational space.					
14	Cooperatively extend hours of security coverage to extend the hours the San José City College's running track is open to the public to include evenings and weekends;		Medium	<ul style="list-style-type: none"> ▪ PRNS ▪ San José City College ▪ Nbhd. Assoc. 	<ul style="list-style-type: none"> ▪ RACS 	<ul style="list-style-type: none"> ▪ San José City College ▪ SJRA ▪ CDBG ▪ Private funds

	Strategy/Action	Priority	Time Frame Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs	Lead Responsibility & Other Partners	City Service Areas	Potential Funding Sources
15	Investigate potential for working with Crossroads Bible Church to develop a pocket park between Menker Ave. and Richmond Ave.; and		Medium	<ul style="list-style-type: none"> ▪ PRNS ▪ <i>Crossroads Bible Church</i> ▪ <i>SJRA</i> ▪ <i>PBCE</i> 	<ul style="list-style-type: none"> ▪ RACS 	<ul style="list-style-type: none"> ▪ SJRA ▪ Private funds ▪ C & C funds ▪ Developer fees
16	Work with Sherman Oaks Community Charter School to create a joint-use agreement for shared open space.		Medium	<ul style="list-style-type: none"> ▪ PRNS ▪ <i>School Districts</i> ▪ <i>SJRA</i> 	<ul style="list-style-type: none"> ▪ RACS 	<ul style="list-style-type: none"> ▪ SJRA ▪ School districts ▪ CDBG ▪ Private funds ▪ C & C funds
17	Conduct a feasibility study for developing a “freeway park” over Interstate 280.	Top Priority #3				
	a) Contact state agencies to investigate potential use of air rights.		Immediate	<ul style="list-style-type: none"> ▪ DOT ▪ <i>PRNS</i> ▪ <i>Caltrans</i> 	<ul style="list-style-type: none"> ▪ RACS 	<ul style="list-style-type: none"> ▪ City budget
	b) Conduct a feasibility study: <ul style="list-style-type: none"> ▪ Examine legal constraints for air rights use ▪ Develop schematic concepts for cost estimating ▪ Determine development costs ▪ Conduct an economic analysis (proforma) to determine how much development and what type of development would be needed to offset construction expenses 		Short	<ul style="list-style-type: none"> ▪ PRNS ▪ <i>Caltrans</i> ▪ <i>PBCE</i> ▪ <i>DOT</i> ▪ <i>DPW</i> 	<ul style="list-style-type: none"> ▪ RACS 	<ul style="list-style-type: none"> ▪ City budget ▪ Federal and State funds
	c) Seek potential funding sources, such as through Caltrans or MTC.		Short	<ul style="list-style-type: none"> ▪ PRNS ▪ SJRA ▪ <i>PBCE</i> ▪ <i>DOT</i> ▪ <i>Caltrans</i> 	<ul style="list-style-type: none"> ▪ RACS 	<ul style="list-style-type: none"> ▪ Caltrans ▪ MTC ▪ Other Federal and State funds
18	Create design guidelines and a review process for developer-dedicated parks.	Medium Priority	Short Already Initiated	<ul style="list-style-type: none"> ▪ PRNS ▪ <i>PBCE</i> ▪ <i>Police Dept.</i> 	<ul style="list-style-type: none"> ▪ RACS ▪ EAND 	<ul style="list-style-type: none"> ▪ City budget
	a) Develop clear language in guidelines for park design to ensure that parks reflect desired design characteristics.		Short	<ul style="list-style-type: none"> ▪ PRNS ▪ <i>PBCE (Planning Div.)</i> ▪ <i>Police Dept.</i> ▪ <i>DPW</i> 	<ul style="list-style-type: none"> ▪ RACS 	<ul style="list-style-type: none"> ▪ City budget

	Strategy/Action	Priority	Time Frame Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs	Lead Responsibility & Other Partners	City Service Areas	Potential Funding Sources
18 cont'd	b) Ensure that developer-dedicated parks have public access, front onto public streets and have good visibility.		Short	<ul style="list-style-type: none"> ▪ PRNS ▪ <i>Developers</i> ▪ <i>PBCE (Planning Div.)</i> ▪ <i>Police Dept.</i> ▪ <i>SJRA</i> ▪ <i>DPW</i> 	<ul style="list-style-type: none"> ▪ RACS 	<ul style="list-style-type: none"> ▪ City budget
	c) Create links to the Scott/Auzerais corridor.		Long	<ul style="list-style-type: none"> ▪ PRNS ▪ <i>PBCE (Planning Div.)</i> ▪ <i>Property Owners</i> ▪ <i>DOT</i> 	<ul style="list-style-type: none"> ▪ RACS ▪ TS 	<ul style="list-style-type: none"> ▪ SJRA ▪ Private funds ▪ CIP
	d) Require parks to have public restrooms.		Short	<ul style="list-style-type: none"> ▪ PRNS ▪ <i>PBCE</i> 	<ul style="list-style-type: none"> ▪ RACS 	<ul style="list-style-type: none"> ▪ City budget
19	Consider developing a skateboard park.	Low Priority	Long	<ul style="list-style-type: none"> ▪ PRNS ▪ <i>Council Office</i> ▪ <i>Community Members</i> ▪ <i>SJRA</i> 	<ul style="list-style-type: none"> ▪ RACS 	<ul style="list-style-type: none"> ▪ SJRA ▪ Private funds ▪ City budget
	a) Identify potential locations for a skateboard park.		Long	<ul style="list-style-type: none"> ▪ PRNS ▪ <i>Community Members</i> ▪ <i>PBCE</i> 	<ul style="list-style-type: none"> ▪ RACS 	<ul style="list-style-type: none"> ▪ SJRA ▪ City budget
	b) Develop design of the park.			▪	▪	▪
	c) Identify funding sources.			▪	▪	▪
20	Identify sites for potential dog park.	Low Priority	Long	<ul style="list-style-type: none"> ▪ PRNS ▪ <i>Council Office</i> ▪ <i>Community Members</i> ▪ <i>SJRA</i> 	<ul style="list-style-type: none"> ▪ RACS 	<ul style="list-style-type: none"> ▪ SJRA ▪ City budget

GOAL: DEVELOP NEIGHBORHOOD COMMUNITY FACILITIES

	Strategy/Action	Priority	Time Frame Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs	Lead Responsibility & Other Partners	City Service Areas	Potential Funding Sources
21	Conduct a programs/services inventory and a facility needs assessment, and identify possible sites for neighborhood facilities as needed to fill service gaps.	Top Priority #5				
	a) Prepare an inventory of programs and services available to residents of the Burbank/Del Monte area.		Immediate	<ul style="list-style-type: none"> ▪ PRNS ▪ <i>Community-Based Orgs.</i> ▪ <i>Nbhd. Assoc.</i> ▪ <i>Non-Profit Orgs.</i> 	<ul style="list-style-type: none"> ▪ RACS 	<ul style="list-style-type: none"> ▪ SJRA ▪ Private funds ▪ City budget
	b) Conduct a program/service needs assessment for the Burbank/Del Monte area that considers: <ul style="list-style-type: none"> ▪ Potential barriers to program participation, such as lack of transportation, childcare, limited scheduling or ineffective outreach. ▪ The diverse Burbank/Del Monte population in terms of ethnic distribution, languages spoken, income levels, and age groups. ▪ Quality of program content and caliber of instruction. ▪ Areas of special need (such as childcare, early childhood education, adult literacy, after-school recreation, programs/services for the elderly). 		Short	<ul style="list-style-type: none"> ▪ PRNS ▪ <i>Nbhd. Assoc.</i> 	<ul style="list-style-type: none"> ▪ RACS 	<ul style="list-style-type: none"> ▪ City budget
	c) Conduct a needs assessment of facilities required to support new or expanded programs and services and identify potential locations (including consideration of reprogramming at existing facilities).		Short	<ul style="list-style-type: none"> ▪ PRNS ▪ <i>Office of Cultural Affairs</i> ▪ <i>Community-Based Orgs.</i> ▪ <i>Nbhd. Assoc.</i> ▪ <i>Non-Profit Orgs.</i> 	<ul style="list-style-type: none"> ▪ RACS 	<ul style="list-style-type: none"> ▪ SJRA ▪ Private funds ▪ City budget

	Strategy/Action	Priority	Time Frame Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs	Lead Responsibility & Other Partners	City Service Areas	Potential Funding Sources
21 cont'd	d) Explore the potential for reusing the Burbank Theater as a cultural and musical performance center, (Mid-sized Theater User Study).		Short	<ul style="list-style-type: none"> ▪ Office of Cultural Affairs ▪ SJRA ▪ PRNS ▪ Community-Based Orgs. ▪ Nbhd. Assoc. ▪ Non-Profit Orgs. ▪ San José City College 	▪ RACS	<ul style="list-style-type: none"> ▪ SJRA ▪ Private funds ▪ City budget
	e) Explore potential funding for acquisition and development of new neighborhood sites.		Short-Medium	<ul style="list-style-type: none"> ▪ PRNS ▪ SJRA ▪ Community-Based Orgs. ▪ Nbhd. Assoc. ▪ Non-Profit Orgs. 	▪ RACS	<ul style="list-style-type: none"> ▪ SJRA ▪ Private funds
22	Work with San José City College to develop a shared 17,000 square foot multi-use recreation facility/ community center at San José City College.	Top Priority #4				
	a) Finalize the joint-use agreement between San José City College and the City of San José for the development of the shared recreational/community center.		Immediate	<ul style="list-style-type: none"> ▪ PRNS ▪ San José City College 	▪ RACS	▪ City budget
	b) Working with the City, the community and the College should seek additional funding to complete the community facility.		Short	<ul style="list-style-type: none"> ▪ PRNS ▪ San José City College ▪ Community Members 	▪ RACS	▪
	c) Establish a public involvement process for the design and programming of the joint-use recreational facility.		Short	<ul style="list-style-type: none"> ▪ PRNS ▪ San José City College ▪ Community Members 	▪ RACS	▪
	d) Hire an architect to finalize program and design of the facility.		Short-Medium	▪ San José City College	▪ RACS	▪

	Strategy/Action	Priority	Time Frame Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs	Lead Responsibility & Other Partners	City Service Areas	Potential Funding Sources
22 <i>cont'd</i>	e) Complete the design and construction documents.		Short-Medium	▪ San José City College	▪ RACS	▪
	f) Bid and contract the project.		Medium	▪ San José City College	▪ RACS	▪
	g) Construct the community center.		Medium	▪ San José City College	▪ RACS	▪
	h) Provide staff for the needed programs and services in the facility.		Medium Ongoing	▪ PRNS ▪ San José City College	▪ RACS	▪ City budget ▪ San José City College
23	Investigate partnerships with non-profits, local artists or social services agencies and schools to develop and manage community center sites (provide services, operations, construction and/or management).		Medium	▪ SJRA ▪ <i>PRNS</i> ▪ <i>School Districts</i> ▪ <i>Community-Based Orgs.</i> ▪ <i>Nbhd. Assoc.</i>	▪ RACS	▪ SJRA ▪ Private funds ▪ CAP grants ▪ City budget
24	Acquire and renovate the Burbank Theater for use as a community space.	High Priority	Short	▪ SJRA ▪ <i>Office of Cultural Affairs</i> ▪ <i>Nbhd. Assoc.</i> ▪ <i>PBCE (Planning Div.)</i>	▪ RACS ▪ EAND	▪ SJRA ▪ Private funds
	a) Investigate the possibility of using the theater for cultural and musical performances (Mid-sized Theater User Study).		Medium	▪ PRNS ▪ SJRA ▪ <i>Community-Based Orgs.</i> ▪ <i>Nbhd. Assoc.</i>	▪ RACS ▪ EAND	▪ SJRA
	b) Resolve site parking constraints (investigate the use of Scott, Laswell and Bascom or the nearby barbershop and auto lot for parking).		Short	▪ SJRA ▪ <i>PBCE (Planning Div.)</i> ▪ <i>Property Owners</i> ▪ <i>PRNS</i>	▪ RACS ▪ EAND	▪ SJRA ▪ Private funds ▪ City budget
	c) Preserve the historic theater marquis.		Short	▪ PBCE ▪ SJRA ▪ <i>W. San Carlos Bus. Assoc.</i> ▪ <i>Property Owners</i>	▪ RACS ▪ EAND	▪ SJRA ▪ Private funds ▪ City budget

	Strategy/Action	Priority	Time Frame Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs	Lead Responsibility & Other Partners	City Service Areas	Potential Funding Sources
24 <i>cont'd</i>	d) Work with San José City College to help staff programs that might be offered at the renovated Burbank Theater community space.		Medium	<ul style="list-style-type: none"> ▪ PRNS ▪ <i>Community-Based Orgs.</i> ▪ <i>Nbhd. Assoc.</i> ▪ <i>Non-Profit Orgs.</i> ▪ <i>SJRA</i> ▪ <i>San José City College</i> 	▪ RACS	<ul style="list-style-type: none"> ▪ SJRA ▪ Private funds ▪ City budget
25	Partner with San José City College to build an Olympic-sized pool.	Medium Priority	Medium	<ul style="list-style-type: none"> ▪ PRNS ▪ <i>San José City College</i> ▪ <i>Community-Based Orgs.</i> ▪ <i>Nbhd. Assoc.</i> ▪ <i>SJRA</i> 	▪ RACS	<ul style="list-style-type: none"> ▪ SJRA ▪ Private funds ▪ San José City College ▪ CAP grants
26	Identify potential sites in the West Side service area for a Branch Library. Investigate the following sites: Business Circle at Bascom and W. San Carlos, southwest corner of W. San Carlos and Meridian, the former Del Monte Cannery, the corner of Fruitdale and Leigh, the proposed Interstate 280 park platform.	Medium Priority	Medium	<ul style="list-style-type: none"> ▪ San José Libraries ▪ <i>DPW (Design & Const., Arch. Eng. Division)</i> ▪ <i>PBCE (Planning Div.)</i> ▪ <i>Nbhd. Assoc.</i> ▪ <i>Community Members</i> ▪ <i>DPW (Real Estate Div.)</i> 	▪ RACS	<ul style="list-style-type: none"> ▪ City budget ▪ CIP
27	Develop a strong outreach strategy for all community facilities to ensure that they are available to all – target new immigrants and low income families who may benefit the most from community services.	Medium Priority	Medium	<ul style="list-style-type: none"> ▪ PRNS ▪ Community-Based Orgs. ▪ <i>Community Members</i> ▪ <i>Council Office</i> ▪ <i>SJRA</i> 	▪ RACS	<ul style="list-style-type: none"> ▪ City budget

GOAL: CREATE A PEDESTRIAN-FRIENDLY ENVIRONMENT

	Strategy/Action	Priority	Time Frame Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs	Lead Responsibility & Other Partners	City Service Areas	Potential Funding Sources
	<i>Develop pedestrian-friendly connections throughout the Burbank area with pedestrian/ bicycle routes, intersection and sidewalk improvements, and lighting.</i>					
	Neighborhood Connections					
28	Designate Scott Street and Auzerais Avenue as the primary pedestrian/ bikeway through the neighborhood and complete streetscape improvements.	Top Priority #2				
	a) Add the Scott/Auzerais Pedestrian Corridor to the General Plan network of pedestrian corridors.		Immediate	<ul style="list-style-type: none"> ▪ PBCE (Planning Div.) ▪ <i>DOT</i> ▪ <i>Nbhd. Assoc.</i> 	<ul style="list-style-type: none"> ▪ EAND ▪ TS 	<ul style="list-style-type: none"> ▪ City budget
	b) Complete the pedestrian corridor improvement plan for Scott Street and Auzerais Avenue, including the design of streetscape features and potential traffic calming measures along the street.		Short	<ul style="list-style-type: none"> ▪ DOT ▪ <i>DPW (Design & Const., Arch. Eng. Division)</i> ▪ <i>Nbhd. Assoc.</i> 	<ul style="list-style-type: none"> ▪ TS 	<ul style="list-style-type: none"> ▪ SJRA ▪ CIP
	c) Seek funding for implementation and construction of the pedestrian corridor improvement plan.		Short	<ul style="list-style-type: none"> ▪ DOT ▪ <i>Nbhd. Assoc.</i> 	<ul style="list-style-type: none"> ▪ TS 	<ul style="list-style-type: none"> ▪ SJRA ▪ CIP
	d) Finalize bids and construction plans.		Short-Medium	<ul style="list-style-type: none"> ▪ DPW (Design & Const., Arch. Eng. Division) ▪ <i>DOT</i> 	<ul style="list-style-type: none"> ▪ TS 	<ul style="list-style-type: none"> ▪ SJRA ▪ CIP
	e) Construct improvements.		Short-Long	<ul style="list-style-type: none"> ▪ DPW (Design & Const., Arch. Eng. Division) ▪ <i>DOT</i> 	<ul style="list-style-type: none"> ▪ TS 	<ul style="list-style-type: none"> ▪ SJRA ▪ CIP

	Strategy/Action	Priority	Time Frame Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs	Lead Responsibility & Other Partners	City Service Areas	Potential Funding Sources
29	Designate pedestrian/bicycle routes to make safe connections to the following key destinations: <ul style="list-style-type: none"> ▪ Open space resources, such as neighborhood parks and the Los Gatos Creek regional trail system; ▪ Community facilities, such as San José City College, Sherman Oaks Community Charter School (and proposed joint-use recreational facility), Luther Burbank Elementary School and Lincoln Senior High School; ▪ Commercial corridors, such as W. San Carlos Street, Bascom Ave., and Fruitdale Ave.; and ▪ Transit stops, such as the Diridon (CalTrain/Ace/Amtrak) Station, bus stops and future light rail stops. 		Short	<ul style="list-style-type: none"> ▪ DOT ▪ DPW ▪ PBCE 	<ul style="list-style-type: none"> ▪ TS 	<ul style="list-style-type: none"> ▪ SJRA ▪ City budget ▪ CIP
30	Conduct a traffic analysis to confirm where bike lanes could be accommodated (and where intersection improvements are needed).		Medium	<ul style="list-style-type: none"> ▪ DOT ▪ DPW 	<ul style="list-style-type: none"> ▪ TS 	<ul style="list-style-type: none"> ▪ SJRA
31	Conduct a traffic analysis to confirm where bike lanes could be accommodated (and where intersection improvements are needed).		Medium	<ul style="list-style-type: none"> ▪ DOT ▪ DPW 	<ul style="list-style-type: none"> ▪ TS 	<ul style="list-style-type: none"> ▪ SJRA
32	Set priorities for additional pedestrian/bike improvements. These should include: <ul style="list-style-type: none"> ▪ Major east-west connections, such as Fruitdale Ave., Kingman Drive, W. San Carlos Blvd and Park Ave.; and ▪ Major north-south connections, such as Leigh Ave., Macarthur Ave., Bascom Ave., Clifton/Hester Ave., and the abandoned Union Pacific rail spur. 		Medium	<ul style="list-style-type: none"> ▪ DOT ▪ DPW ▪ PBCE 	<ul style="list-style-type: none"> ▪ TS 	<ul style="list-style-type: none"> ▪ City budget ▪ SJRA ▪ CIP

	Strategy/Action	Priority	Time Frame Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs	Lead Responsibility & Other Partners	City Service Areas	Potential Funding Sources
33	Post signage for primary bicycle and pedestrian routes.		Medium	<ul style="list-style-type: none"> ▪ DOT ▪ DPW 	<ul style="list-style-type: none"> ▪ TS 	<ul style="list-style-type: none"> ▪ City budget ▪ DPW ▪ PBCE
34	Investigate the use of the abandoned Union Pacific rail spur as a pedestrian/bicycle route.		Medium	<ul style="list-style-type: none"> ▪ PRNS ▪ PBCE ▪ SJRA ▪ Property Owners 	<ul style="list-style-type: none"> ▪ RACS 	<ul style="list-style-type: none"> ▪ City budget ▪ SJRA
35	Develop a path/access to Midtown park from the new Saddle-rack development.		Short	<ul style="list-style-type: none"> ▪ PBCE ▪ DOT ▪ PRNS ▪ Private Developers 	<ul style="list-style-type: none"> ▪ TS 	<ul style="list-style-type: none"> ▪ Developer fees ▪ SJRA ▪ CIP
	Sidewalks					
36	Conduct a survey of sidewalk conditions to determine the type of improvements needed (including ADA compliance). Key areas for sidewalk repair/installation are listed below (action 35-40):		Immediate <i>Already Initiated</i>	<ul style="list-style-type: none"> ▪ DOT ▪ Nbhd. Assoc. ▪ DPW 	<ul style="list-style-type: none"> ▪ TS 	<ul style="list-style-type: none"> ▪ Sidewalk Grants Program
37	Scott Street (new installation needed between Leigh and Willard);		Short	<ul style="list-style-type: none"> ▪ DOT ▪ Nbhd. Assoc. ▪ DPW 	<ul style="list-style-type: none"> ▪ TS 	<ul style="list-style-type: none"> ▪ Sidewalks Grants Program
38	Leigh;		Short	<ul style="list-style-type: none"> ▪ DOT ▪ Nbhd. Assoc. ▪ DPW 	<ul style="list-style-type: none"> ▪ TS 	<ul style="list-style-type: none"> ▪ Sidewalks Grants Program
39	Kingman;		Short	<ul style="list-style-type: none"> ▪ DOT ▪ Nbhd. Assoc. ▪ DPW 	<ul style="list-style-type: none"> ▪ TS 	<ul style="list-style-type: none"> ▪ Sidewalks Grants Program
40	Fruitdale (between Sherman Oaks and Southwest Expressway);		Short	<ul style="list-style-type: none"> ▪ DOT ▪ Nbhd. Assoc. ▪ DPW 	<ul style="list-style-type: none"> ▪ TS 	<ul style="list-style-type: none"> ▪ Sidewalks Grants Program
41	Parkmoor at Menker; and		Short	<ul style="list-style-type: none"> ▪ DOT ▪ Nbhd. Assoc. ▪ DPW 	<ul style="list-style-type: none"> ▪ TS 	<ul style="list-style-type: none"> ▪ Sidewalks Grants Program
42	Meridian Avenue under Southwest Expressway.		Short	<ul style="list-style-type: none"> ▪ DOT ▪ Nbhd. Assoc. ▪ DPW 	<ul style="list-style-type: none"> ▪ TS 	<ul style="list-style-type: none"> ▪ Sidewalks Grants Program

	Strategy/Action	Priority	Time Frame Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs	Lead Responsibility & Other Partners	City Service Areas	Potential Funding Sources
43	Set up a systematic evaluation and treatment schedule for sidewalk improvements. Start with Scott Street and prioritize remaining areas needing improvement.		Short	<ul style="list-style-type: none"> ▪ DOT ▪ <i>Nbhd. Assoc.</i> ▪ <i>DPW</i> 	<ul style="list-style-type: none"> ▪ TS 	<ul style="list-style-type: none"> ▪ Sidewalks Grants Program
	Pedestrian Lighting					
44	Install light fixtures along Parkmoor and Leigh Avenues.		Short	<ul style="list-style-type: none"> ▪ DOT ▪ <i>Nbhd. Assoc.</i> ▪ <i>DPW</i> 	<ul style="list-style-type: none"> ▪ TS ▪ PSS 	<ul style="list-style-type: none"> ▪ Sidewalks Grants Program ▪ SJRA ▪ CIP
45	Investigate the feasibility of establishing a lighting improvement district.		Short	<ul style="list-style-type: none"> ▪ DOT ▪ <i>Nbhd. Assoc.</i> ▪ <i>DPW</i> 	<ul style="list-style-type: none"> ▪ TS ▪ PSS 	<ul style="list-style-type: none"> ▪ Sidewalks Grants Program ▪ SJRA ▪ CIP
	Intersection Improvements/ Crosswalks					
46	Conduct a traffic analysis to confirm where and what type of intersection improvements is needed. Preliminary priorities include are listed below (items 45-50).		Short	<ul style="list-style-type: none"> ▪ DOT ▪ <i>DPW</i> 	<ul style="list-style-type: none"> ▪ TS 	<ul style="list-style-type: none"> ▪ SJRA ▪ City budget
47	Kingman Dr. and Leigh Ave. (3-way traffic signal);		Short	<ul style="list-style-type: none"> ▪ DOT ▪ <i>DPW</i> 	<ul style="list-style-type: none"> ▪ TS 	<ul style="list-style-type: none"> ▪ SJRA ▪ City budget
48	Fruitdale Ave. at Leigh Ave., Southwest Expressway and Race St.;		Short	<ul style="list-style-type: none"> ▪ DOT ▪ <i>DPW</i> 	<ul style="list-style-type: none"> ▪ TS 	<ul style="list-style-type: none"> ▪ SJRA ▪ City budget
49	Parkmoor Ave. at Bascom and Menker Avenues;		Short	<ul style="list-style-type: none"> ▪ DOT ▪ <i>DPW</i> 	<ul style="list-style-type: none"> ▪ TS 	<ul style="list-style-type: none"> ▪ SJRA ▪ City budget
50	Scott St. at Leigh Avenue;		Short	<ul style="list-style-type: none"> ▪ DOT ▪ <i>DPW</i> 	<ul style="list-style-type: none"> ▪ TS 	<ul style="list-style-type: none"> ▪ SJRA ▪ City budget
51	Auzerais at Meridian Ave.;		Short	<ul style="list-style-type: none"> ▪ DOT ▪ <i>DPW</i> 	<ul style="list-style-type: none"> ▪ TS 	<ul style="list-style-type: none"> ▪ SJRA ▪ City budget
52	W. San Carlos Street at Bascom, Leland, Leigh, Buena Vista, Meridian and Lincoln Avenues, and at Race and Sunol Streets.		Short	<ul style="list-style-type: none"> ▪ DOT ▪ <i>DPW</i> 	<ul style="list-style-type: none"> ▪ TS 	<ul style="list-style-type: none"> ▪ SJRA ▪ City budget
	Create stronger linkages between San José City College and the surrounding community.					
53	Complete pedestrian walkway through San José City College;		Medium	<ul style="list-style-type: none"> ▪ DOT ▪ <i>DPW</i> 	<ul style="list-style-type: none"> ▪ TS 	<ul style="list-style-type: none"> ▪ SJRA ▪ City budget

	Strategy/Action	Priority	Time Frame Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs	Lead Responsibility & Other Partners	City Service Areas	Potential Funding Sources
54	Install crosswalks at the intersection of Leigh and Kingman;		Medium	<ul style="list-style-type: none"> ▪ DOT ▪ <i>DPW</i> 	<ul style="list-style-type: none"> ▪ TS 	<ul style="list-style-type: none"> ▪ SJRA ▪ City budget
55	Develop an additional pedestrian bridge at Leland Avenue or enhance the existing bridge at College Avenue; and		Medium	<ul style="list-style-type: none"> ▪ DOT ▪ <i>DPW</i> 	<ul style="list-style-type: none"> ▪ TS 	<ul style="list-style-type: none"> ▪ Highway Bridge Betterment funds (HBBV) ▪ SJRA ▪ CIP
56	Provide sufficient access gates in the fencing system that surrounds the College.		Medium	<ul style="list-style-type: none"> ▪ San José City College ▪ <i>DOT</i> ▪ <i>PBCE</i> 	<ul style="list-style-type: none"> ▪ RACS 	<ul style="list-style-type: none"> ▪ San José City College ▪ Private funds
	Los Gatos Creek Trail					
57	Submit a formal request to the Parks and Recreation Commission to ensure that Los Gatos Creek Trail extensions in the Burbank/Del Monte area and the creek-side connection to Meridian Avenue are long-term goals in the Los Gatos Creek Trail Plan.		Short	<ul style="list-style-type: none"> ▪ PRNS 	<ul style="list-style-type: none"> ▪ RACS 	<ul style="list-style-type: none"> ▪ City budget
58	Complete creekside Los Gatos Creek Trail extensions from Lonus south to Fruitdale Ave. and from Park Ave. north to the Alameda.		Medium	<ul style="list-style-type: none"> ▪ PRNS ▪ <i>DPW (Real Estate Div.)</i> ▪ <i>SCVWD</i> ▪ <i>Property Owners</i> ▪ <i>County</i> 	<ul style="list-style-type: none"> ▪ RACS 	<ul style="list-style-type: none"> ▪ Developer fees ▪ C & C funds ▪ CBDG ▪ SJRA ▪ CIP
59	Secure access easements from property owners or purchase lots to make long-term, creek-side Los Gatos Creek Trail connections. These connections include Lonus Ave. and Fruitdale Ave. south to Meridian Ave.		Medium	<ul style="list-style-type: none"> ▪ PRNS ▪ <i>DPW (Real Estate Div.)</i> ▪ <i>SCVWD</i> ▪ <i>Property Owners</i> 	<ul style="list-style-type: none"> ▪ RACS 	<ul style="list-style-type: none"> ▪ CAP ▪ CDBG ▪ Developer fees
60	d. Develop a phasing plan that allows for designation of a temporary bike/pedestrian route along Fruitdale (Phase I) until the long-term creek trail segment can be completed (Phase II & III).		Medium	<ul style="list-style-type: none"> ▪ PRNS ▪ <i>DOT</i> 	<ul style="list-style-type: none"> ▪ TS 	<ul style="list-style-type: none"> ▪ CAP ▪ CDBG ▪ Developer fees

GOAL: IMPROVE CIRCULATION/TRANSPORTATION/PARKING

	Strategy/Action	Priority	Time Frame Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs	Lead Responsibility & Other Partners	City Service Areas	Potential Funding Sources
61	Establish a specialty trolley service along West San Carlos Street and Bascom Avenue.	Top Priority #9				
	a) Conduct a feasibility study regarding historic trolleys/buses along a West San Carlos Street route with connections to the Diridon Station, San José City College, Santa Clara Valley Medical Center, Valley Fair Shopping Center, Santana Row and Downtown.		Short	<ul style="list-style-type: none"> ▪ SJRA ▪ DOT ▪ VTA ▪ <i>PBCE</i> ▪ <i>W. San Carlos Business Assoc.</i> 	<ul style="list-style-type: none"> ▪ TS 	<ul style="list-style-type: none"> ▪ SJRA ▪ Private funds ▪ VTA funds
	b) Investigate the possibility of recycling old equipment that San José already owns (such as historic cars and other equipment).		Short	<ul style="list-style-type: none"> ▪ SJRA ▪ VTA ▪ DOT ▪ <i>W. San Carlos Business Assoc.</i> 	<ul style="list-style-type: none"> ▪ TS 	<ul style="list-style-type: none"> ▪ SJRA ▪ Private funds ▪ VTA funds
	c) Explore funding sources to help finance the trolley project.		Short	<ul style="list-style-type: none"> ▪ SJRA ▪ VTA ▪ DOT 	<ul style="list-style-type: none"> ▪ TS 	<ul style="list-style-type: none"> ▪ SJRA ▪ Private funds ▪ VTA funds
	d) Establish the trolley service.		Medium	<ul style="list-style-type: none"> ▪ VTA ▪ SJRA ▪ DOT ▪ <i>W. San Carlos Business Assoc.</i> 	<ul style="list-style-type: none"> ▪ 	<ul style="list-style-type: none"> ▪
	e) Participate in the VTA light rail corridor study for W. San Carlos Street/ Stevens Creek Blvd.		Short	<ul style="list-style-type: none"> ▪ VTA ▪ DOT ▪ SJRA 	<ul style="list-style-type: none"> ▪ TS 	<ul style="list-style-type: none"> ▪ SJRA ▪ Private funds ▪ VTA funds
62	Advocate within VTA's planning process that the following locations be considered for stations or stops at: Valley Fair/Santana Row, Burbank Theater, San José City College, Santa Clara Valley Medical Center, San Carlos and Bascom, along Leigh, along Meridian, in Buena Vista, at grocery stores, in empty narrow lots (incorporate w/pocket parks).		Short	<ul style="list-style-type: none"> ▪ DOT ▪ <i>SJRA</i> ▪ <i>VTA</i> ▪ <i>PBCE (Planning Division)</i> 	<ul style="list-style-type: none"> ▪ TS 	<ul style="list-style-type: none"> ▪ SJRA ▪ VTA funds
63	Develop park 'n' ride on Fruitdale at the Vasona Light Rail Station.		Short	<ul style="list-style-type: none"> ▪ DOT ▪ <i>VTA</i> ▪ <i>PBCE (Planning Div.)</i> 	<ul style="list-style-type: none"> ▪ TS 	<ul style="list-style-type: none"> ▪ SJRA ▪ VTA funds ▪ Developer fees

	Strategy/Action	Priority	Time Frame Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs	Lead Responsibility & Other Partners	City Service Areas	Potential Funding Sources
64	Conduct traffic calming studies focused on reduction of cut-through traffic and speeding on residential streets.	High Priority	Short	▪ DOT	▪ TS	▪ City budget ▪ SJRA
	a) Identify appropriate traffic calming treatments for the neighborhood.		Short	▪ DOT ▪ <i>Nbhd. Assoc.</i>	▪ TS	▪ City budget ▪ SJRA
	b) Potential traffic calming study areas include: <ul style="list-style-type: none"> ▪ Sherman Oaks neighborhood in the vicinity of San José City College. ▪ The area around San José City College (especially south of City College on Kingman Dr., Rexford Way, Randolph Dr., Mansfield Dr., and Sherman Oaks Dr., and east of City College on Richmond Ave., Menker Ave., Goodwin Ave., College Dr., Corlista Dr., and Moorpark Ave.; along Leigh Ave. between Fruitdale Ave. and Parkmoor Ave.; on Fruitdale Ave. between Bascom Ave. and Leigh Ave.). ▪ The Buena Vista and Burbank neighborhood areas (especially along Menker Ave., Macarthur Ave., Scott St., Auzerals Ave., Basile St., Laswell Ave., Arleta Ave. and Parkmoor Ave.). 					
65	Review the traffic calming study conducted for S.J. City College (related to the new parking structure) to help evaluate nearby traffic calming needs (Rose Glen area).		Medium	▪ DOT	▪ TS	▪ City budget

	Strategy/Action	Priority	Time Frame Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs	Lead Responsibility & Other Partners	City Service Areas	Potential Funding Sources
66	Investigate use of programmatic speed reduction techniques, such as: <ul style="list-style-type: none"> ▪ Increased police presence/aggressive ticketing. ▪ Posting additional speed limit signs. ▪ Using the Neighborhood Automated Speed Compliance Program (NASCOPI) 	Medium Priority		<ul style="list-style-type: none"> ▪ DOT ▪ <i>Nbhd. Assoc.</i> 	<ul style="list-style-type: none"> ▪ TS 	<ul style="list-style-type: none"> ▪ City budget
	Parking Strategies					
67	Investigate the viability of a residential parking permit program around San José City College.		Medium	<ul style="list-style-type: none"> ▪ DOT ▪ <i>Nbhd. Assoc.</i> 	<ul style="list-style-type: none"> ▪ TS 	<ul style="list-style-type: none"> ▪ City budget
68	As part of an overall Richmond-Menker revitalization plan (see <i>Housing Revitalization</i> concept), consider reconfiguring Richmond and Menker streets around the Richmond-Menker apartments as a one-way loop system with new diagonal parking (in coordination with the Richmond-Menker Property Owners' Association, Richmond-Menker Action Task Force, as well as tenants and other stakeholders).		Medium	<ul style="list-style-type: none"> ▪ DOT ▪ DPW ▪ <i>Nbhd. Assoc.</i> ▪ Property Owners ▪ Tenants ▪ PBCE (Planning Div. & Code Enforcement) ▪ Fire Dept. 	<ul style="list-style-type: none"> ▪ TS ▪ EAND 	<ul style="list-style-type: none"> ▪ City budget ▪ CIP
69	Work with landlords and property managers to explore means of reducing overcrowding in apartments and rental units.		Medium	<ul style="list-style-type: none"> ▪ Housing ▪ PBCE (Planning Div. & Code Enforcement) ▪ SJRA 	<ul style="list-style-type: none"> ▪ EAND 	<ul style="list-style-type: none"> ▪ City budget ▪ CBDG
70	Study the economic feasibility of providing additional parking lots in the area (these could be tied to multi-family complexes, or to commercial uses).		Medium	<ul style="list-style-type: none"> ▪ SJRA ▪ PBCE (Planning Div.) ▪ Property Owners ▪ <i>Nbhd. Assoc.</i> 	<ul style="list-style-type: none"> ▪ EAND 	<ul style="list-style-type: none"> ▪ SJRA ▪ City budget

	Strategy/Action	Priority	Time Frame Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs	Lead Responsibility & Other Partners	City Service Areas	Potential Funding Sources
71	Acquire a few underutilized or empty lots along West San Carlos Street to use as area-wide public parking (parking lots should be fenced in and secure – a permit or fee system could be initiated).		Medium	<ul style="list-style-type: none"> ▪ SJRA ▪ DPW (Real Estate Div.) ▪ PBCE (Planning Div.) ▪ W. San Carlos Business Assoc. ▪ Property Owners 	<ul style="list-style-type: none"> ▪ EAND 	<ul style="list-style-type: none"> ▪ SJRA
72	Develop a commercial parking implementation strategy in coordination with the West San Carlos Business Association		Medium	<ul style="list-style-type: none"> ▪ SJRA ▪ OED ▪ W. San Carlos Business Assoc. ▪ PBCE (Planning Div.) ▪ DOT 	<ul style="list-style-type: none"> ▪ TAND ▪ TS 	<ul style="list-style-type: none"> ▪ SJRA
73	Strengthen enforcement of parking violations and installing “no parking” signs where necessary.		Medium	<ul style="list-style-type: none"> ▪ PBCE (Code Enforcement) ▪ DOT ▪ Nbhd. Assoc. 	<ul style="list-style-type: none"> ▪ EAND ▪ TS 	<ul style="list-style-type: none"> ▪ City budget
74	Consider creating a parking district to accommodate parking needs.		Medium	<ul style="list-style-type: none"> ▪ Nbhd. Assoc. ▪ W. San Carlos Business Assoc. ▪ Community Orgs. ▪ DOT 	<ul style="list-style-type: none"> ▪ EAND ▪ TS 	<ul style="list-style-type: none"> ▪ City budget
75	Provide public parking for bus connections at major transit hubs (i.e., Hwy. 17 bus express).		Medium	<ul style="list-style-type: none"> ▪ SJRA ▪ PBCE ▪ Transit Districts 	<ul style="list-style-type: none"> ▪ TS 	<ul style="list-style-type: none"> ▪ SJRA
76	Create “Park ‘n’ Ride” lots along W. San Carlos.		Medium	<ul style="list-style-type: none"> ▪ SJRA ▪ DOT ▪ VTA 	<ul style="list-style-type: none"> ▪ TS 	<ul style="list-style-type: none"> ▪ Private funds ▪ SJRA
77	Increase parking in the Mid-Town area.		Medium	<ul style="list-style-type: none"> ▪ SJRA ▪ Housing ▪ PBCE 	<ul style="list-style-type: none"> ▪ EAND 	<ul style="list-style-type: none"> ▪ SJRA ▪ Private funds
78	Ensure new developments provide adequate on-site parking.		Short	<ul style="list-style-type: none"> ▪ PBCE ▪ SJRA ▪ DOT 	<ul style="list-style-type: none"> ▪ EAND 	<ul style="list-style-type: none"> ▪ SJRA

	Strategy/Action	Priority	Time Frame Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs	Lead Responsibility & Other Partners	City Service Areas	Potential Funding Sources
79	Develop guidelines to improve the aesthetics of surface parking lots.		Short	▪ PBCE ▪ <i>SJRA</i>	▪ EAND	▪ SJRA
80	Increase parking along Auzerai Ave. between Gregory and Drake Streets.		Short	▪ DOT ▪ <i>DPW</i>	▪ EAND	▪ SJRA
81	Improve parking above I-280 along Menker and Mayellen Avenues.		Short	▪ DOT ▪ <i>DPW</i> ▪ <i>PBCE</i>	▪ TS	▪ SJRA
82	Post “Do not block” signs in front of residences at Auzerai Ave. and Hannah St.		Short	▪ DOT	▪ TS	▪ SJRA
83	Continue street resurfacing through the accelerated paving program.	Medium Priority	Medium	▪ DOT	▪ TS	▪ SJRA ▪ CIP

GOAL: STRENGTHEN ECONOMIC DEVELOPMENT

	Strategy/Action	Priority	Time Frame Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs	Lead Responsibility & Other Partners	City Service Areas	Potential Funding Sources
84	Create an economic development strategy for W. San Carlos Street and Bascom Ave.	Top Priority #8				
	a) Develop a comprehensive economic strategy for San Carlos Street and Bascom Avenue, addressing each of the issues described in Top Ten Item #1.		Short	<ul style="list-style-type: none"> ▪ SJRA ▪ W. San Carlos Business Assoc. ▪ <i>OED</i> ▪ <i>Nbhd. Assoc.</i> ▪ <i>PBCE (Planning Div.)</i> ▪ <i>Adult Business Action Team</i> ▪ <i>Santa Clara County</i> 	<ul style="list-style-type: none"> ▪ EAND 	<ul style="list-style-type: none"> ▪ City budget ▪ SJRA ▪ Private funds
	b) Initiate annexation of commercial properties (only commercial) along West San Carlos Street.		Short	<ul style="list-style-type: none"> ▪ PBCE ▪ <i>SJRA</i> ▪ <i>OED</i> ▪ <i>W. San Carlos Business Assoc.</i> ▪ <i>Adult Business Action Team</i> ▪ <i>Nbhd. Assoc.</i> ▪ <i>County Planning</i> 	<ul style="list-style-type: none"> ▪ EAND ▪ PSS 	<ul style="list-style-type: none"> ▪ City budget ▪ SJRA
	c) Coordinate with and support Santa Clara County to implement the Bascom Avenue streetscape Master Plan.		Medium	<ul style="list-style-type: none"> ▪ DOT ▪ Santa Clara County (Roads & Airports) ▪ <i>Nbhd. Assoc.</i> ▪ <i>W. San Carlos Business Assoc.</i> ▪ <i>Adult Business Action Team</i> 	<ul style="list-style-type: none"> ▪ EAND 	<ul style="list-style-type: none"> ▪ SJRA ▪ Private funds

	Strategy/Action	Priority	Time Frame Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs	Lead Responsibility & Other Partners	City Service Areas	Potential Funding Sources
84 <i>cont'd</i>	d) Participate in/support the VTA "Two New Rail Corridors Study" for potential light rail along the West San Carlos/Stevens Creek Corridor.		Medium	<ul style="list-style-type: none"> ▪ DOT ▪ Nbhd. Assoc. ▪ PBCE ▪ SJRA ▪ OED ▪ <i>W. San Carlos Business Assoc.</i> ▪ <i>Adult Business Action Team</i> ▪ <i>County</i> 	<ul style="list-style-type: none"> ▪ TS 	<ul style="list-style-type: none"> ▪ SJRA ▪ Private funds
85	Implement strategies to address any adverse impacts related to adult business activity on Burbank/Del Monte neighborhoods.	High Priority	Medium	<ul style="list-style-type: none"> ▪ SJRA ▪ <i>Adult Business Action Team</i> ▪ <i>City Attorney</i> ▪ <i>PBCE (Planning Div.)</i> 	<ul style="list-style-type: none"> ▪ EAND 	<ul style="list-style-type: none"> ▪ SJRA
	a) Initiate annexation of commercial properties from County to City to apply City standards and zoning requirements on adult business use and as a means of addressing new adult businesses wishing to locate in the neighborhood.		Medium	<ul style="list-style-type: none"> ▪ PBCE ▪ <i>City Attorney</i> ▪ SJRA ▪ <i>Nbhd. Assoc.</i> ▪ <i>W. San Carlos Business Assoc.</i> ▪ <i>Adult Business Action Team</i> 	<ul style="list-style-type: none"> ▪ EAND 	<ul style="list-style-type: none"> ▪ SJRA ▪ City budget
	b) Investigate non-conforming use regulations and amortization of non-conforming uses.		Short	<ul style="list-style-type: none"> ▪ PBCE (Planning Div.) ▪ <i>Adult Business Action Team</i> ▪ <i>City Attorney</i> ▪ <i>Nbhd. Assoc.</i> ▪ SJRA ▪ <i>Police Dept.</i> ▪ <i>Office of Dist. Attorney</i> ▪ <i>County Sheriff</i> ▪ <i>W. San Carlos Business Assoc.</i> 	<ul style="list-style-type: none"> ▪ EAND 	<ul style="list-style-type: none"> ▪ SJRA ▪ City budget

	Strategy/Action	Priority	Time Frame Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs	Lead Responsibility & Other Partners	City Service Areas	Potential Funding Sources
85 cont'd	c) Enact more restrictive regulations for adult businesses in county areas.		Short	<ul style="list-style-type: none"> ▪ Adult Business Action Team ▪ Office of Dist. Attorney ▪ County Sheriff ▪ <i>Nbhd. Assoc.</i> ▪ <i>W. San Carlos Business Assoc.</i> 	<ul style="list-style-type: none"> ▪ EAND 	<ul style="list-style-type: none"> ▪ SJRA ▪ City budget
	d) Explore developing new standards for adult businesses in county areas. <ul style="list-style-type: none"> ▪ Create separation buffers between adult business and adjacent uses; ▪ Avoid concentration of adult business uses 500 feet from a residential neighborhood, church or park. 		Short	<ul style="list-style-type: none"> ▪ Adult Business Action Team ▪ Office of Dist. Attorney ▪ County Sheriff ▪ <i>Nbhd. Assoc.</i> ▪ <i>W. San Carlos Business Assoc.</i> 	<ul style="list-style-type: none"> ▪ EAND 	<ul style="list-style-type: none"> ▪ SJRA ▪ City budget
	e) Explore altering County notification requirements for new adult businesses to include neighborhood associations and property owners.		Short	<ul style="list-style-type: none"> ▪ Office of Dist. Attorney ▪ Adult Business Action Team ▪ County Sheriff ▪ <i>Nbhd. Assoc.</i> ▪ <i>W. San Carlos Business Assoc.</i> 	<ul style="list-style-type: none"> ▪ EAND 	<ul style="list-style-type: none"> ▪ City budget ▪ SJRA

	Strategy/Action	Priority	Time Frame Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs	Lead Responsibility & Other Partners	City Service Areas	Potential Funding Sources
85 cont'd	f) Create a map of adult businesses, stores that sell adult paraphernalia and stores that post adult-themed materials in the neighborhood in order to focus improvement efforts.		Immediate	<ul style="list-style-type: none"> ▪ Office of Dist. Attorney ▪ County Sheriff ▪ <i>Adult Business Action Team</i> ▪ <i>Nbhd. Assoc.</i> ▪ <i>W. San Carlos Business Assoc.</i> 	▪ EAND	<ul style="list-style-type: none"> ▪ City budget ▪ SJRA
	g) Conduct an analysis that would record locations of sheriff and police calls and their possible correlation to adult business locations.		Immediate	<ul style="list-style-type: none"> ▪ County Sheriff ▪ Police Dept. ▪ <i>Nbhd. Assoc.</i> ▪ <i>Office of Dist. Attorney</i> ▪ <i>Adult Business Action Team</i> ▪ <i>W. San Carlos Business Assoc.</i> 	▪ PSS	<ul style="list-style-type: none"> ▪ City budget ▪ County ▪ Private funds
	h) Train community members how to document problems associated with adult businesses that they observe in the neighborhood through a “public nuisance” training session.		Immediate Ongoing	<ul style="list-style-type: none"> ▪ Office of Dist. Attorney ▪ <i>Nbhd. Assoc.</i> ▪ <i>Adult Business Action Team</i> ▪ <i>City Attorney</i> ▪ <i>PBCE</i> ▪ <i>SJRA</i> ▪ <i>Police Dept.</i> ▪ <i>W. San Carlos Business Assoc.</i> 	▪ PSS	<ul style="list-style-type: none"> ▪ County ▪ Private funds
	i) Strengthen enforcement of laws regulating alcohol and cigarette sales to minors. Encourage Sheriff and Police sting operations for sales to minors of alcohol, cigarettes, drug paraphernalia and adult videos.		Short	<ul style="list-style-type: none"> ▪ Police Dept. ▪ <i>County Sheriff</i> 	▪ PSS	<ul style="list-style-type: none"> ▪ City budget ▪ SJRA ▪ County budget

	Strategy/Action	Priority	Time Frame Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs	Lead Responsibility & Other Partners	City Service Areas	Potential Funding Sources
85 <i>cont'd</i>	k) Enforce Alcohol and Beverage Control regulations to eliminate inappropriate adult-themed signage, posters and marketing materials. Community members can discuss with business owners neighborhood concerns regarding publicly visible marketing materials.		Immediate-Short	<ul style="list-style-type: none"> ▪ Police Dept. ▪ <i>County Sheriff</i> ▪ <i>PBCE</i> ▪ <i>Adult Business Action Team</i> ▪ <i>City Attorney</i> ▪ <i>Nbhd. Assoc.</i> ▪ <i>Office of Dist. Attorney</i> ▪ <i>W. San Carlos Business Assoc.</i> 	▪ EAND	<ul style="list-style-type: none"> ▪ City budget ▪ SJRA ▪ County budget
86	Encourage business redevelopment and beautification.	High Priority	Short	<ul style="list-style-type: none"> ▪ SJRA ▪ <i>PBCE (Planning Div. & Code Enforcement)</i> ▪ <i>OED</i> ▪ <i>Property Owners</i> ▪ <i>W. San Carlos Bus. Assoc.</i> 	▪ EAND	<ul style="list-style-type: none"> ▪ SJRA ▪ City budget ▪ Private funds
87	Complete revitalization of the strip mall on W. San Carlos (Current Redevelopment project under construction).		<i>Already initiated</i>	<ul style="list-style-type: none"> ▪ SJRA ▪ <i>PBCE (Planning Divisions)</i> 	▪ EAND	▪ SJRA
88	Encourage redevelopment and revitalization of <i>Excellent Tires</i> site on Bascom.		Medium	<ul style="list-style-type: none"> ▪ SJRA ▪ <i>OED</i> ▪ <i>Property Owners</i> ▪ <i>PBCE (Planning Div.)</i> ▪ <i>W. San Carlos Business Assoc.</i> ▪ <i>DPW</i> 	▪ EAND	▪ SJRA
89	Encourage willing sellers to redevelop used car lots on W. San Carlos for other uses (such as parking to support local businesses, trolley stops or community-oriented uses: parks, gardens, open space).		Medium	<ul style="list-style-type: none"> ▪ SJRA ▪ <i>OED</i> ▪ <i>VTA</i> ▪ <i>PRNS</i> ▪ <i>DPW</i> 	▪ EAND	<ul style="list-style-type: none"> ▪ SJRA ▪ CIP ▪ Private funds
90	Refurbish the strip mall at Bascom and Parkmoor.		Medium	<ul style="list-style-type: none"> ▪ SJRA ▪ <i>PBCE</i> 	▪ EAND	<ul style="list-style-type: none"> ▪ SJRA ▪ Private funds

	Strategy/Action	Priority	Time Frame Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs	Lead Responsibility & Other Partners	City Service Areas	Potential Funding Sources
91	Eliminate billboards by encouraging redevelopment of commercial sites with billboard uses.		Long	<ul style="list-style-type: none"> ▪ SJRA ▪ <i>OED</i> ▪ <i>PBCE (Planning Div.)</i> 	<ul style="list-style-type: none"> ▪ EAND 	<ul style="list-style-type: none"> ▪ SJRA ▪ Private funds
92	Implement pedestrian-friendly streetscape improvements (see 12) along Bascom Avenue and West San Carlos Street.	High Priority	Short	<ul style="list-style-type: none"> ▪ SJRA ▪ <i>DOT</i> ▪ <i>DPW</i> ▪ <i>County</i> ▪ <i>PBCE (Planning Div.)</i> 	<ul style="list-style-type: none"> ▪ TS ▪ EAND 	<ul style="list-style-type: none"> ▪ SJRA ▪ CIP ▪ City budget
93	Allow small antique business co-ops an exemption from individual business license taxes.	Low Priority	Medium	<ul style="list-style-type: none"> ▪ SJRA ▪ <i>OED</i> ▪ <i>Council Offices</i> 	<ul style="list-style-type: none"> ▪ EAND 	<ul style="list-style-type: none"> ▪ City budget

GOAL: REVITALIZE HOUSING

	Strategy/Action	Priority	Time Frame Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs	Lead Responsibility & Other Partners	City Service Areas	Potential Funding Sources
94	Strengthen Code Enforcement and Housing programs to ensure that residential units are improved and well maintained.	Top Priority #7				
	Code Enforcement					
	a) Increase the number of Code Enforcement/Driveway Team Inspectors in future budget years. <ul style="list-style-type: none">▪ Recruit volunteers for the Neighborhood Action Nuisance Abatement Program.		Immediate Ongoing	▪ PBCE (Code Enforcement)	▪ EAND	▪ City budget
	b) Establish a pattern of annual Code Enforcement inspections for consistently blighted housing, rather than just complaint-basis inspections.		Ongoing	▪ PCBE (Code Enforcement) ▪ Residents ▪ Property Owners ▪ Nbhd. Assoc.	▪ EAND	▪ City budget
	c) Take enforcement action using the new Blight ordinance that applies to duplexes and multi-family housing.			▪ PBCE (Code Enforcement)	▪ EAND	▪ City budget
	d) Encourage unified, on-site professional management of apartments.		Immediate Ongoing	▪ PBCE (Code Enforcement – Project Blossom) ▪ SJRA ▪ PRNS ▪ Housing Dept. ▪ Residents ▪ Tenants ▪ Property Owners ▪ Nbhd. Assoc. ▪ Police Dept. ▪ County	▪ EAND	▪ Private funds

	Strategy/Action	Priority	Time Frame Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs	Lead Responsibility & Other Partners	City Service Areas	Potential Funding Sources
94 cont'd	e) Strengthen landlord/building manager training programs.		Immediate Ongoing	<ul style="list-style-type: none"> ▪ PBCE (Code Enforcement) ▪ <i>PRNS</i> (Nbhd. Svcs.) ▪ <i>Housing Dept.</i> ▪ <i>Property Owners</i> ▪ <i>Residents</i> ▪ <i>Police Dept.</i> 	▪ EAND	▪ City budget
	f) Encourage use of San José information hotline to report stray shopping carts.			<ul style="list-style-type: none"> ▪ PBCE (Code Enforcement) ▪ <i>Nbhd. Assoc.</i> ▪ <i>PRNS</i> 	▪ EAND	▪ City budget
	Housing Department					
	g) Develop a comprehensive improvement plan for the Richmond-Menker apartments.		Immediate-Short	<ul style="list-style-type: none"> ▪ Housing ▪ Richmond-Menker Property Owners Assoc. ▪ Richmond-Menker Action Task Force ▪ <i>PBCE</i> (Planning Div.) ▪ <i>PRNS</i> ▪ <i>SJRA</i> 	▪ EAND	▪ City budget
	h) Increase staffing of the rental dispute program – An additional analyst and community activity worker for the Burbank/Del Monte SNI area.		Immediate Ongoing	<ul style="list-style-type: none"> ▪ Housing ▪ <i>Residents</i> ▪ <i>Property Owners</i> ▪ <i>PRNS</i> ▪ <i>Tenants Rights Orgs.</i> 	▪ EAND	▪ City budget
	i) Establish a voluntary mediation program for tenant/landlord conflict resolution that would include <i>non-rent-controlled properties</i> .		Short	<ul style="list-style-type: none"> ▪ Housing ▪ <i>Residents</i> ▪ <i>Property Owners</i> ▪ <i>PRNS</i> ▪ <i>Tenants Rights Orgs.</i> 	▪ EAND	▪ City budget

	Strategy/Action	Priority	Time Frame Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs	Lead Responsibility & Other Partners	City Service Areas	Potential Funding Sources
94 <i>cont'd</i>	j) Initiate an awards program to recognize groups or individuals involved in successful neighborhood beautification efforts. ▪ Create additional incentives for home/property exterior and interior upgrades.		Short	▪ Nbhd. Assoc. ▪ <i>Residents</i> ▪ <i>Property Owners</i> ▪ <i>PRNS</i>	▪ EAND	▪ CAP
	k) Improve outreach and distribution of application packets for housing rehabilitation grants and loans and residential exterior paint grants.			▪ Housing ▪ <i>PRNS</i> ▪ <i>PBCE</i> ▪ <i>Nbhd. Assoc.</i>	▪ EAND	▪ City budget
	l) Consider forming an assessment district or homeowners' association at the Richmond-Menker apartments to ensure investment and accountability among Richmond-Menker landlords. ▪ Encourage tenants to report problems to property owners for resolution. If the property owner fails to address the issue, then tenants should make a report to Code Enforcement for a complaint inspection.		Short	▪ Richmond-Menker Property Owners Assoc. ▪ Housing ▪ <i>PBCE (Planning Div.)</i> ▪ <i>SJRA</i> ▪ <i>Residents</i> ▪ <i>Property Owners</i>	▪ EAND	▪ City budget
95	Create an aggressive outreach strategy for distributing information about City and County housing revitalization programs		Short	▪ PRNS ▪ Nbhd. Assoc. ▪ <i>Housing</i> ▪ <i>Community Members</i>	▪ EAND	▪ City budget ▪ CAP
96	Distribute application materials and information about neighborhood association meetings door-to-door, and at neighborhood meetings and events, such as the Jamboree.		Short	▪ Nbhd Assoc. ▪ <i>Community Members</i>	▪ EAND	▪ City budget ▪ CAP
97	Arrange housing rehabilitation applications seminars through neighborhood associations and the City's Code Enforcement Division.		Short	▪ Nbhd. Assoc. ▪ PRNS ▪ <i>Housing</i>	▪ EAND	▪ CAP ▪ City budget

	Strategy/Action	Priority	Time Frame Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs	Lead Responsibility & Other Partners	City Service Areas	Potential Funding Sources
98	Identify properties in the area that could particularly benefit from housing programs and share information with those property owners and tenants.		Short	<ul style="list-style-type: none"> ▪ Nbhd. Assoc. ▪ PBCE (Code Enforcement) 	<ul style="list-style-type: none"> ▪ EAND 	<ul style="list-style-type: none"> ▪ City budget
99	Utilize the City's first-time homebuyers' reference guide to facilitate maximum home ownership.		Short	<ul style="list-style-type: none"> ▪ Housing ▪ <i>Community Members</i> 	<ul style="list-style-type: none"> ▪ EAND 	<ul style="list-style-type: none"> ▪ City budget
100	Consider developing rental assistance programs for low-income families (to help reduce overcrowding).		Short	<ul style="list-style-type: none"> ▪ Housing 	<ul style="list-style-type: none"> ▪ EAND 	<ul style="list-style-type: none"> ▪ City budget
101	Create a homeowners' improvement manual with renovation guidelines specific to unique historic architectural styles in the neighborhood (such as Bungalow, Craftsman, Colonial Revival, Tudor and Victorian).	High Priority	Short	<ul style="list-style-type: none"> ▪ PBCE (Landmarks Commission Planning) ▪ <i>Housing</i> ▪ <i>Nbhd. Assoc.</i> ▪ <i>Community Members</i> 	<ul style="list-style-type: none"> ▪ EAND 	<ul style="list-style-type: none"> ▪ City budget
102	Target housing in need of maintenance or underutilized sites for redevelopment. Priority sites to target for improvement include: the Richmond-Menker apartments and blighted housing on Bascom, Laswell and Basile.	High Priority	Short	<ul style="list-style-type: none"> ▪ SJRA ▪ <i>Housing</i> ▪ <i>PBCE</i> ▪ <i>Property Owners</i> ▪ <i>Community Members</i> 	<ul style="list-style-type: none"> ▪ EAND 	<ul style="list-style-type: none"> ▪ City budget ▪ CDBG ▪ Private funds
103	Develop new transit-oriented housing/mixed use development along major transit corridors and at light rail transit stations.	High Priority	Medium	<ul style="list-style-type: none"> ▪ PBCE (Planning Div.) ▪ <i>Developers</i> ▪ <i>W. San Carlos Business Assoc.</i> ▪ <i>Property Owners</i> ▪ <i>VTA</i> ▪ <i>SJRA</i> 	<ul style="list-style-type: none"> ▪ EAND 	<ul style="list-style-type: none"> ▪ Private funds ▪ City budget ▪ SJRA

	Strategy/Action	Priority	Time Frame Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs	Lead Responsibility & Other Partners	City Service Areas	Potential Funding Sources
103 <i>cont'd</i>	<p>a) Identify areas appropriate for mixed use, transit-oriented housing development along W. San Carlos and Bascom. Contingent upon economic feasibility studies and property owner cooperation, potential sites for this type of development could include:</p> <ul style="list-style-type: none"> ▪ Underutilized or blighted properties along W. San Carlos coupled with transit improvements (i.e., the bowling alley site between Buena Vista and Willard); ▪ Sites along W. San Carlos and Bascom where used car lots, adult video stores, and tattoo parlors are currently located ▪ The VTA site just west of Del Monte and south of W. San Carlos ▪ Around Midtown Park, with an expanded open space ▪ Site around the future Del Monte Light Rail stop ▪ Sites around the future Fruitdale light rail stop 		Medium	<ul style="list-style-type: none"> ▪ SJRA ▪ PBCE (Planning Div.) ▪ <i>Property Owners</i> ▪ <i>Private Developers</i> ▪ <i>Nbhd. Assoc.</i> 	▪ EAND	▪ City budget
104	Ensure a mix of housing types: affordable rental and owner-occupied units, as well as market-rate housing in all new housing developments in this area.		Medium	<ul style="list-style-type: none"> ▪ PBCE (Planning Div.) ▪ <i>Housing</i> ▪ <i>Developers</i> 	▪ EAND	▪ City budget

	Strategy/Action	Priority	Time Frame Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs	Lead Responsibility & Other Partners	City Service Areas	Potential Funding Sources
105	<p>Review and revise as necessary existing codes and design guidelines for multifamily and mixed use development/renovation to support desired neighborhood scale and character. New transit-oriented housing should provide:</p> <ul style="list-style-type: none"> ▪ Convenient access to light rail and public transportation stops ▪ Adequate on-site parking ▪ On-site private open spaced, such as decks, balconies, courtyards and play areas, as well as public open space or in-lieu fees consistent with park dedication standards ▪ Building design, scale and character that respect the surrounding residential neighborhood in terms of style, height, mass and materials. 		Medium	<ul style="list-style-type: none"> ▪ PBCE (Planning Div.) ▪ <i>Developers</i> ▪ <i>Community Members</i> 	▪ EAND	▪ City budget
106	Purchase and consolidate lots where feasible and desired, redevelop as attractive housing with adequate parking and site amenities.		Medium	<ul style="list-style-type: none"> ▪ SJRA ▪ <i>Housing</i> ▪ <i>Property Owners</i> ▪ <i>Nbhd. Assoc.</i> ▪ <i>Community Members</i> ▪ <i>PBCE (Planning Div.)</i> 	▪ EAND	<ul style="list-style-type: none"> ▪ City budget ▪ SJRA ▪ Private funds
107	Explore redevelopment scenarios with underground or podium parking to maximize living and/or open space.		Short.	<ul style="list-style-type: none"> ▪ PBCE (Planning Div.) ▪ SJRA ▪ <i>Developers</i> ▪ <i>Property Owners</i> 	▪ EAND	<ul style="list-style-type: none"> ▪ City budget ▪ Private funds
108	Explore mixed use development that provides for ground floor commercial use and upper level residential.		Medium	<ul style="list-style-type: none"> ▪ PBCE (Planning Div.) ▪ <i>Developers</i> 	▪ EAND	▪ City budget

	Strategy/Action	Priority	Time Frame Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs	Lead Responsibility & Other Partners	City Service Areas	Potential Funding Sources
I09	Encourage Housing Department to participate in redevelopment projects and provide a certain percent of affordable housing using Redevelopment housing set-aside funds (in this way, the City can use set-aside funds to leverage projects and help developers provide new affordable housing units)		Medium	<ul style="list-style-type: none"> ▪ SJRA ▪ Housing ▪ <i>Private Developers</i> ▪ <i>PBCE</i> 	▪ EAND	<ul style="list-style-type: none"> ▪ Private funds ▪ City budget ▪ SJRA
I10	Notify neighborhood organizations of new development and notify residents within 1000' radius.	Low Priority	Medium	<ul style="list-style-type: none"> ▪ PBCE (Planning Div.) ▪ <i>Community Members</i> 	▪ EAND	▪ City budget

GOAL: BEAUTIFY THE NEIGHBORHOOD

	Strategy/Action	Priority	Time Frame Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs	Lead Responsibility & Other Partners	City Service Areas	Potential Funding Sources
I 11	Plant additional street trees and landscaping in residential areas.	High Priority	Short	<ul style="list-style-type: none"> ▪ Nbhd. Assoc. ▪ DOT ▪ SJRA 	<ul style="list-style-type: none"> ▪ EAND 	<ul style="list-style-type: none"> ▪ SJRA ▪ CBDG
	a) Develop a residential planting plan identifying locations for proposed street tree plantings.		Medium	<ul style="list-style-type: none"> ▪ DOT ▪ Nbhd. Assoc. 	<ul style="list-style-type: none"> ▪ EAND 	<ul style="list-style-type: none"> ▪ City budget ▪ CBDG
	b) Confirm participants/home owners who are willing to have a street tree planted in front of their home.		Medium	<ul style="list-style-type: none"> ▪ DOT ▪ Nbhd. Assoc. ▪ SJRA 	<ul style="list-style-type: none"> ▪ EAND 	<ul style="list-style-type: none"> ▪ City budget ▪ SJRA
	c) Work with the City Arborist's office to determine appropriate tree species (residents favor large-scale canopy trees).		Medium	<ul style="list-style-type: none"> ▪ DOT ▪ Nbhd. Assoc. 	<ul style="list-style-type: none"> ▪ EAND 	<ul style="list-style-type: none"> ▪ City budget
	d) Obtain planting permits from the Department of Transportation		Short	<ul style="list-style-type: none"> ▪ DOT ▪ Nbhd. Assoc. 	<ul style="list-style-type: none"> ▪ EAND 	<ul style="list-style-type: none"> ▪ City budget
	e) Work with <i>Our City Forest</i> to organize community tree planting events.		Medium	<ul style="list-style-type: none"> ▪ Our City Forest ▪ Nbhd. Assoc. 	<ul style="list-style-type: none"> ▪ EAND 	<ul style="list-style-type: none"> ▪ City budget ▪ CBDG
I 12	Prioritize Scott/Auzerais for street tree plantings.		Short	<ul style="list-style-type: none"> ▪ DOT ▪ Nbhd. Assoc. 	<ul style="list-style-type: none"> ▪ EAND 	<ul style="list-style-type: none"> ▪ City budget
I 13	Replace Crape Myrtles along the western edge of Sherman Oaks School with canopy trees.		Medium	<ul style="list-style-type: none"> ▪ DOT ▪ School Districts ▪ Nbhd. Assoc. 	<ul style="list-style-type: none"> ▪ EAND 	<ul style="list-style-type: none"> ▪ SJRA
I 14	Find places to incorporate small groves of fruit trees to reflect the area's agricultural past (i.e., in residential or transit-oriented pocket parks).	High Priority	Short	<ul style="list-style-type: none"> ▪ SJRA ▪ Nbhd. Assoc. ▪ DOT ▪ VTA ▪ PBCE 	<ul style="list-style-type: none"> ▪ EAND 	<ul style="list-style-type: none"> ▪ SJRA ▪ VTA
I 15	Incorporate landscaping into traffic calming components that may be developed in the future (as appropriate).	High Priority	Short	<ul style="list-style-type: none"> ▪ DOT ▪ Nbhd. Assoc. 	<ul style="list-style-type: none"> ▪ EAND ▪ TS 	<ul style="list-style-type: none"> ▪ SJRA ▪ CIP
I 16	Plant additional street trees and landscaping along major thoroughfares, such as Bacom, Leigh, Race, Fruitdale and W. San Carlos.	High Priority	Short	<ul style="list-style-type: none"> ▪ DOT ▪ SJRA ▪ W. San Carlos Business Assoc. ▪ Nbhd. Assoc. 	<ul style="list-style-type: none"> ▪ EAND 	<ul style="list-style-type: none"> ▪ SJRA ▪ CIP

	Strategy/Action	Priority	Time Frame Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs	Lead Responsibility & Other Partners	City Service Areas	Potential Funding Sources
116 <i>cont'd</i>	a) Develop detailed streetscape improvement plans for W. San Carlos, Fruitdale, Leigh, Meridian and Race.		Medium	<ul style="list-style-type: none"> ▪ SJRA ▪ DOT ▪ W. San Carlos Business Assoc. ▪ Nbrhd. Assoc. 	▪ EAND	▪ SJRA
	b) Select tree species that are tall and have broad canopies.		Short	<ul style="list-style-type: none"> ▪ DOT ▪ Nbrhd. Assoc. ▪ W. San Carlos Business Assoc. 	▪ EAND	<ul style="list-style-type: none"> ▪ City budget ▪ SJRA
	c) Coordinate with Santa Clara County (Roads and Airport Dept.) to implement the Bascom Ave. corridor streetscape Master Plan (Also under EI).		Medium	<ul style="list-style-type: none"> ▪ DOT ▪ SJRA ▪ County ▪ Property Owners ▪ Nbrhd. Assoc. 	▪ EAND	▪ MTC/TLC grants
117	Create incentives for historic preservation, particularly for major features such as the landmark Del Monte water tower, the Burbank Theater marquis, homes with distinctive architecture, and traditional masonry warehouse buildings.	High Priority	Short	<ul style="list-style-type: none"> ▪ SJRA ▪ Property Owners ▪ PBCE (Planning Div.) 	▪ EAND	▪ SJRA
118	Conduct an assessment of the area to add qualifying structures to the City's historic resource inventory.		Medium	<ul style="list-style-type: none"> ▪ PBCE (Planning Div.) ▪ Nbrhd. Assoc. 	▪ EAND	▪ City budget
119	Develop a homeowners improvement manual with renovation guidelines and recommendations specific to distinctive architectural styles.		Medium	<ul style="list-style-type: none"> ▪ PBCE ▪ SJRA ▪ Nbrhd. Assoc. 	▪ EAND	▪ City budget
120	Retrofit and reuse early 20 th century masonry buildings where possible.		Medium	<ul style="list-style-type: none"> ▪ PBCE ▪ Property Owners 	▪ EAND	<ul style="list-style-type: none"> ▪ Private funds ▪ Housing Dept.
121	Improve commercial facades with paint, trim, new awnings or renovations.	High Priority	Short	<ul style="list-style-type: none"> ▪ SJRA ▪ W. San Carlos Business Assoc. ▪ Property Owners ▪ PBCE 	▪ EAND	▪ SJRA

	Strategy/Action	Priority	Time Frame Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs	Lead Responsibility & Other Partners	City Service Areas	Potential Funding Sources
I22	Install street lighting near San José City College, especially along Leigh and Moorpark.	Medium Priority	Medium	<ul style="list-style-type: none"> ▪ DOT ▪ SJRA ▪ San José City College ▪ Nbhd. Assoc. 	<ul style="list-style-type: none"> ▪ EAND 	<ul style="list-style-type: none"> ▪ SJRA ▪ CIP ▪ City budget
	a) Investigate funding sources for lighting.		Medium	<ul style="list-style-type: none"> ▪ DOT ▪ PRNS ▪ Nbhd Assoc. 	<ul style="list-style-type: none"> ▪ EAND 	<ul style="list-style-type: none"> ▪
	b) Consider forming a special assessment district to offset costs of new lighting fixtures and installation.			<ul style="list-style-type: none"> ▪ Property Owners ▪ DPW ▪ County 	<ul style="list-style-type: none"> ▪ EAND 	<ul style="list-style-type: none"> ▪ Private funds
	c) Hold community meetings to determine community interest and select lighting fixtures and discuss funding sources.		Medium	<ul style="list-style-type: none"> ▪ PRNS ▪ Nbhd. Assoc. ▪ W. San Carlos Business Assoc. ▪ SJRA ▪ DOT ▪ PBCE 	<ul style="list-style-type: none"> ▪ EAND 	<ul style="list-style-type: none"> ▪ City budget
	d) Use neighborhood association websites to present a selection of light fixtures for Burbank residents to choose from.		Medium	<ul style="list-style-type: none"> ▪ Nbhd. Assoc. ▪ DOT ▪ SJRA 	<ul style="list-style-type: none"> ▪ EAND 	<ul style="list-style-type: none"> ▪ Private funds
I23	Identify potential sites to incorporate public art in the neighborhood (such as streetscapes, pocket parks and urban plazas).	Medium Priority	Ongoing	<ul style="list-style-type: none"> ▪ Nbhd. Assoc. ▪ Office of Cultural Affairs ▪ Community Members ▪ W. San Carlos Business Assoc. ▪ PRNS 	<ul style="list-style-type: none"> ▪ EAND ▪ RACS 	<ul style="list-style-type: none"> ▪ CBDG ▪ CAP ▪ Private funds
I24	Form an arts action team to ensure that the work of local artists and children are being displayed in the community.		Immediate	<ul style="list-style-type: none"> ▪ Nbhd. Assoc. ▪ Community Members ▪ W. San Carlos Business Assoc. ▪ PRNS 	<ul style="list-style-type: none"> ▪ EAND ▪ RACS 	<ul style="list-style-type: none"> ▪ CBDG ▪ Private funds ▪ CAP

	Strategy/Action	Priority	Time Frame Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs	Lead Responsibility & Other Partners	City Service Areas	Potential Funding Sources
125	Continue involving community in selection process for public art displays;		Ongoing	<ul style="list-style-type: none"> ▪ Nbhd. Assoc. ▪ Office of Cultural Affairs ▪ <i>PBCE (Planning Div.)</i> ▪ <i>Community Member</i> ▪ <i>W. San Carlos Business Assoc.</i> ▪ <i>PRNS</i> 	<ul style="list-style-type: none"> ▪ RACS 	<ul style="list-style-type: none"> ▪ Private funds ▪ CBDG
126	Locate a place to commission an artist to paint a mural depicting Burbank/Del Monte's historic past (use Mayfair mural as a model).		Immediate	<ul style="list-style-type: none"> ▪ Nbhd. Assoc. ▪ <i>Community Members</i> ▪ <i>W. San Carlos Business Assoc.</i> ▪ <i>PRNS</i> 	<ul style="list-style-type: none"> ▪ RACS ▪ EAND 	<ul style="list-style-type: none"> ▪ CBDG ▪ Private funds
127	Develop a strategy for eliminating billboards, improving the sign code and strengthening code enforcement for private business signs.	Medium Priority	Medium	<ul style="list-style-type: none"> ▪ PBCE (Planning Div. & Code Enforcement) ▪ <i>SJRA</i> ▪ <i>W. San Carlos Business Assoc.</i> 	<ul style="list-style-type: none"> ▪ EAND 	<ul style="list-style-type: none"> ▪ City budget
128	Evaluate cost and feasibility of undergrounding utilities: in the Buena Vista area; on Scott Street between San Carlos and Leigh; on Del Mar at Rexford Way; on Leigh between Scott Street and Meridian; and along Fruitdale.	Low Priority	Long	<ul style="list-style-type: none"> ▪ DPW ▪ <i>Nbhd. Assoc.</i> ▪ <i>PG & E</i> 	<ul style="list-style-type: none"> ▪ EAND 	<ul style="list-style-type: none"> ▪
	a) Explore funding sources for undergrounding utilities.		Long	<ul style="list-style-type: none"> ▪ DPW ▪ Nbhd. Assoc. ▪ <i>PG & E</i> ▪ <i>PBCE</i> 	<ul style="list-style-type: none"> ▪ EAND 	<ul style="list-style-type: none"> ▪ Assessment District
	b) Continue to require new development to underground utility lines.		Short	<ul style="list-style-type: none"> ▪ DPW ▪ <i>PBCE</i> 	<ul style="list-style-type: none"> ▪ EAND 	<ul style="list-style-type: none"> ▪ Developer fees ▪ CIP ▪ Utility providers

STRATEGIC ACTION PLAN

	Strategy/Action	Priority	Time Frame Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs	Lead Responsibility & Other Partners	City Service Areas	Potential Funding Sources
129	Build sound walls to reduce noise and screen view of freeway from Hannah/Gregory.	Low Priority	Long	▪ Caltrans	▪ EAND	▪ Caltrans

GOAL: ENCOURAGE MAINTENANCE/STEWARDSHIP

	Strategy/Action	Priority	Time Frame Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs	Lead Responsibility & Other Partners	City Service Areas	Potential Funding Sources
I 30	Initiate a regular annual bulky waste pick-up as part of the waste management contracts, and hold ongoing neighborhood clean-up events.	Top Priority #6				
	a) Initiate a regular annual City-run program that provides free-of-charge pick-up items generally excluded from traditional waste collection. <ul style="list-style-type: none"> ▪ Utilize roving garbage clean-up for dumping. ▪ Consider providing dumpster vouchers (through City Hall). 		Immediate Ongoing	▪ ESD	▪ EAND	▪ City budget
	b) Conduct clean-up events.		Immediate Ongoing	▪ ESD	▪ EAND	▪ City budget
	c) Explore resources for community-initiated clean-ups.		Medium	▪ PRNS ▪ Nbhd. Assoc. ▪ PBCE	▪ EAUS	▪ CAP
	d) Develop a collaborative mentor program for community leaders to teach neighborhood organizations how to organize a neighborhood clean-up event and how to apply for neighborhood clean-up/beautification grants.		Immediate Ongoing	▪ Nbhd. Assoc. ▪ <i>Residents</i> ▪ <i>Property Owners</i> ▪ <i>Crossroads Bible Church</i> ▪ <i>Immanuel Lutheran Church</i> ▪ PRNS ▪ PACT ▪ PBCE ▪ <i>Sherman Oaks Community Charter School</i>	▪ EAND	▪ CAP

	Strategy/Action	Priority	Time Frame Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs	Lead Responsibility & Other Partners	City Service Areas	Potential Funding Sources
130 cont'd	<p>e) Improve outreach/advertising for clean-up related information hotlines.</p> <ul style="list-style-type: none"> ▪ Report illegal dumping immediately to the Department of Transportation: 408-277-4373; ▪ Utilize the Anti-graffiti program to remove graffiti from the public right-of-way: 408-277-2758; ▪ Encourage residential and commercial property owners to remove graffiti from their property in a timely manner (advice and free paint available through the Anti-graffiti program: 408-277-2758). 		<p>Immediate</p> <p>Ongoing</p>	<ul style="list-style-type: none"> ▪ ESD ▪ Nbhd. Assoc. ▪ Residents ▪ Property Owners ▪ SJRA ▪ PRNS ▪ PBCE ▪ PACT ▪ Crossroads Bible Church ▪ Immanuel Lutheran Church ▪ Sherman Oaks Community Charter School 	<ul style="list-style-type: none"> ▪ EAUS 	<ul style="list-style-type: none"> ▪ CAP
	<p>f) Coordinate with Crossroads Bible Church and Immanuel Lutheran Church as partners in clean-up of Richmond and Menker Avenues</p>		<p>Immediate</p>	<ul style="list-style-type: none"> ▪ PBCE (Code Enforcement) ▪ Nbhd. Assoc. ▪ Richmond-Menker Action Task Force ▪ Residents ▪ Property Owners ▪ Crossroads Bible Church ▪ Immanuel Lutheran Church ▪ PRNS ▪ PACT ▪ Sherman Oaks Community Charter School 	<ul style="list-style-type: none"> ▪ EAND 	<ul style="list-style-type: none"> ▪ City budget

	Strategy/Action	Priority	Time Frame Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs	Lead Responsibility & Other Partners	City Service Areas	Potential Funding Sources
130 cont'd	g) Hold a community meeting to identify problem areas for stray shopping carts and explore possible solutions. ▪ Encourage use of the San José information hotline to report stray shopping carts in the City: 408-277-4000.		Immediate	▪ PBCE (Code Enforcement) ▪ Nbhd. Assoc. ▪ <i>Residents</i> ▪ <i>PACT</i> ▪ <i>Property Owners</i> ▪ <i>Crossroads Bible Church</i> ▪ <i>Immanuel Lutheran Church</i> ▪ <i>Sherman Oaks Community Charter School</i>	▪ EAND	▪ City budget
131	Focus clean-up efforts on the following key clean-up sites:	High Priority				
	a) The Richmond-Menker multi-family housing area.		Short	▪ PBCE	▪ EAND	▪ City budget
	b) Park Avenue between Race Street and Bird Avenue (especially near the bus stop at Lincoln and Park);		Short	▪ PBCE ▪ <i>Nbhd. Assoc.</i> ▪ <i>Property Owners</i>	▪ EAND	▪ City budget
	c) Page Avenue near Scott (Buena Vista);		Short	▪ PBCE ▪ <i>Property Owners</i>	▪ EAND	▪ City budget
	d) The Chiechi-Willard area;		Short	▪ PBCE ▪ <i>Property Owners</i>	▪ EAND	▪ City budget
	e) The alleyway behind Business Circle;		Short	▪ PBCE ▪ <i>Property Owners</i>	▪ EAND	▪ City budget
	f) The vacant lot used by San José City College students for overflow parking at the corner of Moorpark and Bascom;		Short	▪ PBCE ▪ <i>Property Owners</i>	▪ EAND	▪ City budget
	g) Fruitdale and Meridian;		Short	▪ PBCE ▪ <i>Property Owners</i>	▪ EAND	▪ City budget

	Strategy/Action	Priority	Time Frame Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs	Lead Responsibility & Other Partners	City Service Areas	Potential Funding Sources
131 <i>cont'd</i>	h) The railroad track at the Del Monte cannery; and		Short	<ul style="list-style-type: none"> ▪ PBCE ▪ <i>UPRR</i> ▪ <i>Nbhd. Assoc.</i> 	▪ EAND	▪ City budget
	i) Hannah Street at the freeway.		Short	<ul style="list-style-type: none"> ▪ PBCE 	▪ EAND	▪ City budget
132	Coordinate with Crossroads Bible Church and Immanuel Lutheran Church as partners in clean-up of Richmond and Menker Avenues.		Short	<ul style="list-style-type: none"> ▪ PBCE (Code Enforcement) ▪ Nbhd. Assoc. ▪ Richmond-Menker Action Task Force ▪ <i>Residents</i> ▪ <i>Property Owners</i> ▪ <i>Crossroads Bible Church</i> ▪ <i>Immanuel Lutheran Church</i> ▪ <i>PRNS</i> ▪ <i>PACT</i> ▪ <i>SJRA</i> 	▪ EAND	<ul style="list-style-type: none"> ▪ CAP ▪ Private funds
133	Remove the large boulder in the Richmond-Menker area that is used as a gang marker.		Short	<ul style="list-style-type: none"> ▪ PBCE ▪ Property Owners 	▪ EAND	▪ City budget
134	Conduct more frequent street sweeping of residential streets.	Medium Priority	Medium	<ul style="list-style-type: none"> ▪ ESD ▪ <i>DOT</i> 	<ul style="list-style-type: none"> ▪ EAND ▪ EAUS 	<ul style="list-style-type: none"> ▪ SJRA ▪ City budget
135	Increase street sweeping at Marlboro Court and initiate street cleaning on N. Delmar at Rexford Way.		Medium	<ul style="list-style-type: none"> ▪ ESD ▪ <i>DOT</i> 	<ul style="list-style-type: none"> ▪ EAND ▪ EAUS 	▪ City budget
136	Install street sweeping parking regulation signs along Hannah St. and in other problem areas.		Medium	<ul style="list-style-type: none"> ▪ DOT 	<ul style="list-style-type: none"> ▪ TS ▪ EAUS 	▪ City budget
137	Eliminate illegally parked/inoperable/abandoned vehicles that conflict with street sweeping.		Short	<ul style="list-style-type: none"> ▪ PBCE (Code Enforcement) ▪ <i>DOT</i> ▪ <i>Community Members</i> 	▪ EAND	▪ City budget

	Strategy/Action	Priority	Time Frame Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs	Lead Responsibility & Other Partners	City Service Areas	Potential Funding Sources
	Expand Recycling Programs					
I 38	Work with the County (via Green Valley contractor) to pick up plastic water bottles for recycling.		Medium	▪ ESD	▪ EAUS	▪ SJRA City budget
I 39	Initiate school and community recycling programs.		Medium	▪ ESD ▪ <i>PRNS</i> ▪ <i>Community Members</i> ▪ <i>School Districts</i>	▪ EAUS	▪ CAP ▪ City budget
I 40	Increase police patrols to reduce gang activity.		Medium	▪ Police Dept.	▪ PSS	▪ SJRA ▪ City budget

GOAL: IMPROVE PROGRAMS, SERVICES AND COMMUNITY ORGANIZATION

	Strategy/Action	Priority	Time Frame Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs	Lead Responsibility & Other Partners	City Service Areas	Potential Funding Sources
	Early Childhood Education	High Priority				
141	Offer pre-school and <i>Smart Start</i> in the neighborhood (potentially at Sherman Oaks Community Charter School).		Short	<ul style="list-style-type: none"> ▪ School Districts ▪ <i>PRNS</i> ▪ <i>Nbhd. Assoc.</i> 	▪ RACS	▪ CDBG
142	Offer the <i>Even Start</i> Family Literacy program at local schools.		Short	<ul style="list-style-type: none"> ▪ School Districts ▪ <i>PRNS</i> ▪ <i>Nbhd. Assoc.</i> 	▪ RACS	▪ CDBG
	Adult Education/Literacy	High Priority				
143	Offer more English as a Second Language (ESL) and language skills courses.		Short	<ul style="list-style-type: none"> ▪ PRNS ▪ <i>School Districts</i> ▪ <i>San José City College</i> ▪ <i>Community-Based Orgs.</i> ▪ <i>Nbhd. Assoc.</i> ▪ <i>Community Members</i> 	▪ RACS	<ul style="list-style-type: none"> ▪ CBDG ▪ School districts ▪ Private funds
144	Offer <i>Even Start</i> Family Literacy at local schools (the program provides parents' literacy in tandem with youth literacy).			<ul style="list-style-type: none"> ▪ PRNS ▪ <i>School Districts</i> ▪ <i>Community-Based Orgs.</i> ▪ <i>Community Members</i> 	▪ RACS	<ul style="list-style-type: none"> ▪ CBDG ▪ School districts ▪ Private funds
145	Expand bilingual and cultural programs.			<ul style="list-style-type: none"> ▪ PRNS ▪ <i>School Districts</i> ▪ <i>San José City College</i> 	▪ RACS	<ul style="list-style-type: none"> ▪ CBDG ▪ School districts ▪ Private funds
146	Offer citizenship classes.			<ul style="list-style-type: none"> ▪ PRNS ▪ <i>San José City College</i> 	▪ RACS	<ul style="list-style-type: none"> ▪ CBDG ▪ San José City College

	Strategy/Action	Priority	Time Frame Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs	Lead Responsibility & Other Partners	City Service Areas	Potential Funding Sources
147	Expand computer training and technology skill-building courses.		Short	<ul style="list-style-type: none"> ▪ PRNS ▪ <i>School Districts</i> ▪ <i>Community Members</i> 	▪ RACS	▪ CDBG
	Childcare Services	High Priority				
148	Offer more affordable childcare in the neighborhood (at Sherman Oaks Community Charter School as well as elsewhere in the neighborhood).		Short	<ul style="list-style-type: none"> ▪ PRNS ▪ <i>School Districts</i> ▪ <i>Community-Based Orgs.</i> ▪ <i>Nbhd. Assoc.</i> 	▪ RACS	▪ CDBG
149	Provide affordable childcare for parents taking ESL at Sherman Oaks Community Charter School.		Short	<ul style="list-style-type: none"> ▪ PRNS ▪ <i>School Districts</i> ▪ <i>Community Members</i> 	▪ RACS	▪ CDBG
	After-School Recreational Programs	High Priority				
150	Expand existing educational and art programs in the City's schools.		Short	<ul style="list-style-type: none"> ▪ School Districts ▪ <i>PRNS</i> ▪ <i>Nbhd. Assoc.</i> 	▪ RACS	▪ CDBG
151	Provide more supervised recreational activities for children and teens.		Short	<ul style="list-style-type: none"> ▪ School Districts ▪ <i>PRNS</i> ▪ <i>Nbhd. Assoc.</i> 	▪ RACS	▪ CDBG
152	Develop more activities for the 13-18 year old age group.		Short	<ul style="list-style-type: none"> ▪ School Districts ▪ <i>PRNS</i> ▪ <i>Nbhd. Assoc.</i> 	▪ RACS	▪ CDBG
153	Offer more music, theater and performance art classes.		Short	<ul style="list-style-type: none"> ▪ School Districts ▪ <i>PRNS</i> ▪ <i>Nbhd. Assoc.</i> ▪ <i>Community Members</i> 	▪ RACS	▪ CDBG
154	Collaborate with Children's Discovery Museum and Tech Museum to develop programs.		Short	<ul style="list-style-type: none"> ▪ PRNS ▪ <i>School Districts</i> ▪ <i>Community Members</i> 	▪ RACS	▪ CDBG

	Strategy/Action	Priority	Time Frame Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs	Lead Responsibility & Other Partners	City Service Areas	Potential Funding Sources
155	Encourage community artists to teach art classes for children.		Short	<ul style="list-style-type: none"> ▪ PRNS ▪ <i>School Districts</i> ▪ <i>Community Members</i> 	▪ RACS	▪ CDBG
156	Employ skilled recreation leaders, inspiring mentors, and trained professionals to run quality recreation programs.		Short	<ul style="list-style-type: none"> ▪ PRNS ▪ <i>School Districts</i> ▪ <i>Community Members</i> 	▪ RACS	▪ CDBG
157	Involve AmeriCorps at Sherman Oaks Community Charter School.		Short	<ul style="list-style-type: none"> ▪ PRNS ▪ <i>School Districts</i> ▪ <i>Community Members</i> 	▪ RACS	▪ CDBG
	Programs/Services for the Elderly	Medium Priority				
158	Offer more extended education and personal enrichment courses for the elderly.		Short	<ul style="list-style-type: none"> ▪ PRNS ▪ <i>School Districts</i> ▪ <i>Community Members</i> 	▪ RACS	▪ CDBG
159	Encourage local artists to teach art classes for adults/elderly.		Short	<ul style="list-style-type: none"> ▪ PRNS ▪ <i>School Districts</i> ▪ <i>Community Members</i> 	▪ RACS	▪ CDBG
160	Offer a lunch program for the Burbank/Del Monte elderly at Sherman Oaks Community Charter School.		Short	<ul style="list-style-type: none"> ▪ PRNS ▪ <i>School Districts</i> ▪ <i>Community Members</i> 	▪ RACS	▪ CDBG
	Program Outreach					
161	Widely distribute the neighborhood “Troubleshooter” inventory of City programs and services.		Medium	<ul style="list-style-type: none"> ▪ PRNS ▪ <i>School Districts</i> ▪ <i>Community Members</i> 	▪ RACS	▪ CDBG
162	Develop a program schedule or newsletter focused on programs offered throughout the year in the immediate neighborhood.			▪ PRNS	▪ RACS	▪ City budget
163	Update the schedule or newsletter to accommodate shifting seasonal programs.			▪ PRNS	▪ RACS	▪ City budget

	Strategy/Action	Priority	Time Frame Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs	Lead Responsibility & Other Partners	City Service Areas	Potential Funding Sources
164	Include the schedule with neighborhood association newsletters and distribute it to local schools and churches.			▪ Nbhd. Assoc.	▪ RACS	▪
165	Invite neighborhood leaders and/or City staff to present descriptions of neighborhood programs/services at community meetings, neighborhood events, and neighborhood association meetings.			▪ Nbhd. Assoc. ▪ PRNS	▪ RACS	▪
166	Hold more neighborhood-based events and celebrations (like the Jamboree).	Medium Priority	Medium	▪ Community Members ▪ <i>School Districts</i> ▪ <i>PRNS</i>	▪ RACS	▪ CDBG ▪ CAP grants
	a) Sponsor neighborhood parties and clean-up events to get to know neighbors and improve sense of community.		Medium	▪ Community Members ▪ <i>School Districts</i> ▪ <i>PRNS</i>	▪ RACS	▪ CDBG ▪ CAP grants
	b) Organize local artists to sponsor art-related events.		Medium	▪ Community Members ▪ <i>PRNS</i> ▪ <i>School Districts</i>	▪ RACS	▪ CDBG ▪ CAP grants
	c) Investigate grants to help fund community group activities.		Medium	▪ Community Members ▪ <i>PRNS</i>	▪ EAND	▪ CAP grants
167	Improve neighborhood communication by appointing block captains and distributing a neighborhood newsletter.	Low Priority	Medium	▪ Nbhd. Assoc. ▪ <i>Community Members</i> ▪ <i>PRNS</i>	▪ EAND	▪ CAP grants